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**Financing of the United Nations Operation in Côte d'Ivoire**

# Budget for the United Nations Operation in Côte d'Ivoire for the period from 1 July 2014 to 30 June 2015

## Report of the Secretary-General

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*Summary*

The present report contains the budget for the United Nations Operation in Côte d'Ivoire (UNOCI) for the period from 1 July 2014 to 30 June 2015, which amounts to $512,590,300 and represents a decrease of $71.9 million (12.3 per cent) compared with the 2013/14 budget.

During the 2014/15 period, the overarching priority for UNOCI will be protection of civilians through the implementation of a comprehensive three-tiered strategy, including: political dialogue and advocacy; pre-empting or responding to violence against civilians; and promoting legal protection and facilitating the delivery of humanitarian assistance; as well as the provision of support for effective national institutions.

It is anticipated that presidential and legislative elections will take place in the fourth quarter of 2015, which will mark a milestone for the Ivorian peace process. UNOCI will play an important political role by, inter alia, facilitating dialogue and focusing on pre-election activities that promote an environment conducive to peaceful elections.

It is expected that, despite some improvements, the security situation in Côte d'Ivoire will continue to be fragile. As directed by the Security Council, the Operation's military presence will be reconfigured to concentrate resources in western Côte d'Ivoire and high-risk areas.

In the area of security sector reform, UNOCI will support the implementation of reforms and the ongoing disarmament, demobilization and reintegration of former combatants. The Operation will also continue to focus on humanitarian and human rights issues as well as the judicial and correction systems.

The decreased budget provision of $51.0 million for military and police personnel is related mainly to the reduction of 1,700 military contingent personnel. The reduction of $5.0 million for civilian personnel is owing to a net reduction of 34 international posts, 16 national posts, 11 United Nations Volunteer positions and all 16 general temporary assistance positions. Operational costs have been reduced by $15.9 million, mainly as a result of the discontinuation of a large fixed-wing aircraft and a helicopter, as well as reduced requirements for construction services resulting from the completion of the Anonkoua-Kouté (formerly Yopougon) integrated camp and logistics base in the 2013/14 period.

Pursuant to General Assembly resolution 66/264, a civilian staffing review of UNOCI was conducted in October 2013, and the recommendations of the review are factored into the budget proposal. The 2014/15 budget proposal includes a net reduction of 77 posts and positions, while 122 posts will be redeployed and 42 posts reassigned to meet emerging priorities. Seventeen international posts will be converted to national posts in support of national capacity-building.

The budget provides for the deployment of 192 military observers, 6,945 military contingent personnel, 555 United Nations police officers, 1,000 formed police personnel, 411 international staff, 796 national staff, 178 United Nations Volunteers and 44 Government-provided personnel.

The total resource requirements for UNOCI for the financial period from 1 July 2014 to 30 June 2015 have been linked to the Operation's objectives through a number of results-based frameworks, organized according to components (safe and secure environment; humanitarian and human rights; peace consolidation; law and order; and support). The human resources of the Operation in terms of the number of personnel have been attributed to the individual components, with the exception of the Operation's executive direction and management, which can be attributed to the Operation as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Operation.

## Financial resources

(Thousands of United States dollars; budget year is from 1 July to 30 June.)

| | | | | Variance | |
|---|---|---|---|---|---|
| *Category* | *Expenditures[a] (2012/13)* | *Apportionment[a] (2013/14)* | *Cost estimates (2014/15)* | *Amount* | *Percentage* |
| Military and police personnel | 328 945.6 | 316 099.5 | 265 132.2 | (50 967.3) | (16.1) |
| Civilian personnel | 117 882.8 | 110 236.0 | 105 223.9 | (5 012.1) | (4.5) |
| Operational costs | 126 553.6 | 158 151.5 | 142 234.2 | (15 917.3) | (10.1) |
| **Gross requirements** | **573 382.0** | **584 487.0** | **512 590.3** | **(71 896.7)** | **(12.3)** |
| Staff assessment income | 9 985.4 | 9 406.2 | 8 896.0 | (510.2) | (5.4) |
| **Net requirements** | **563 396.6** | **575 080.8** | **503 694.3** | **(71 386.5)** | **(12.4)** |
| Voluntary contributions in kind (budgeted) | – | – | – | – | – |
| **Total requirements** | **573 382.0** | **584 487.0** | **512 590.3** | **(71 896.7)** | **(12.3)** |

[a] Reflects the realignment of resources for Government-provided personnel from the operational costs category to the civilian personnel category of expenditure, and the realignment of resources for the self-sustainment of uniformed personnel from the operational costs category to the military and police personnel category of expenditure.

**Human resources**[a]

| | *Military observers* | *Military contingents* | *United Nations police* | *Formed police units* | *International staff* | *National staff*[b] | *Temporary positions*[c] | *United Nations Volunteers* | *Government-provided personnel* | *Total* |
|---|---|---|---|---|---|---|---|---|---|---|
| **Executive direction and management** | | | | | | | | | | |
| Approved 2013/14 | – | – | – | – | 26 | 17 | – | 2 | – | 45 |
| Proposed 2014/15 | – | – | – | – | 45 | 19 | – | 14 | – | 78 |
| **Components** | | | | | | | | | | |
| Safe and secure environment | | | | | | | | | | |
| Approved 2013/14 | 192 | 8 645 | – | – | 29 | 13 | – | 21 | – | 8 900 |
| Proposed 2014/15 | 192 | 6 945 | – | – | 23 | 12 | – | 22 | – | 7 194 |
| Humanitarian and human rights | | | | | | | | | | |
| Approved 2013/14 | – | – | – | – | 32 | 74 | – | 34 | 8 | 148 |
| Proposed 2014/15 | – | – | – | – | 24 | 55 | – | 24 | 8 | 111 |
| Peace consolidation | | | | | | | | | | |
| Approved 2013/14 | – | – | – | – | 29 | 103 | – | 14 | – | 146 |
| Proposed 2014/15 | – | – | – | – | 23 | 86 | – | 8 | – | 117 |
| Law and order | | | | | | | | | | |
| Approved 2013/14 | – | – | 555 | 1 000 | 25 | 22 | – | 5 | 34 | 1 641 |
| Proposed 2014/15 | – | – | 555 | 1 000 | 19 | 19 | – | 6 | 36 | 1 635 |
| Support | | | | | | | | | | |
| Approved 2013/14 | – | – | – | – | 304 | 583 | 16 | 113 | – | 1 016 |
| Proposed 2014/15 | – | – | – | – | 277 | 605 | – | 104 | – | 986 |
| **Total** | | | | | | | | | | |
| Approved 2013/14 | 192 | 8 645 | 555 | 1 000 | 445 | 812 | 16 | 189 | 42 | 11 896 |
| Proposed 2014/15 | 192 | 6 945 | 555 | 1 000 | 411 | 796 | – | 178 | 44 | 10 121 |
| **Net change** | **–** | **(1 700)** | **–** | **–** | **(34)** | **(16)** | **(16)** | **(11)** | **2** | **(1 775)** |

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Professional Officers and national General Service staff.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV of the present report.

# I. Mandate and planned results

## A. Overall

1. The mandate of the United Nations Operation in Côte d'Ivoire (UNOCI) was established by the Security Council in its resolution 1528 (2004). The most recent extension of the mandate was authorized by the Council in its resolution 2112 (2013), by which the Council extended the mandate of UNOCI until 30 June 2014.

2. The Operation is mandated to help the Security Council achieve an overall objective, namely, to support the Government in stabilizing the security situation in the country and to make progress towards lasting peace and stability.

3. Within this overall objective, UNOCI will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. The frameworks are organized according to components (safe and secure environment; humanitarian and human rights; peace consolidation; law and order; and support), which are derived from the mandate of the Operation.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Operation, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNOCI in terms of the number of personnel have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Operation as a whole. Variances in the number of personnel, compared with the 2013/14 budget, including reclassifications, have been explained under the respective components.

5. The Operation's headquarters is located in Abidjan and is supported by three regional offices in Bouaké (Sector East), Daloa (Sector West) and Abidjan (Sector Abidjan). Civilian, military and police personnel are currently located in 61 sites throughout the country, including with a civilian presence in the three regional offices and 15 field offices. In the 2014/15 period, UNOCI will have a total of 58 sites throughout the mission area with a civilian presence in the three regional offices and eight field offices. The consolidation of civilian staff into integrated multidimensional teams in key strategic locations will allow for a better division of labour between the military and civilian components and will multiply the impact of activities on the ground. The reduced number of civilian field offices reflects the Operation's review of overall deployment patterns, specifically given the reduction in troop strength and the evolution of the security situation on the ground, and taking into account lessons learned since 2012.

## B. Planning assumptions and mission support initiatives

6. Pursuant to Security Council resolution 2112 (2013), protection of civilians will be the overarching priority for UNOCI during the 2014/15 period. Through implementation of a comprehensive three-tiered protection of civilians strategy, UNOCI, in coordination with the United Nations country team, will continue to collect information and identify potential threats and bring them to the attention of the Ivorian authorities. The Operation's activities will focus on: political dialogue and advocacy (protection through political process); pre-empting or responding to

violence against civilians (physical protection); and promoting legal protection, facilitation of humanitarian assistance, and support for effective national institutions (protective environment).

7. Resolution 2112 (2013) also sets out a number of strategic tasks for the Operation, which are aimed at gradually transitioning security responsibilities from UNOCI to the Government, including: (a) reconfiguring the Force to secure high-risk areas of the country; (b) refining the strategic benchmarks to measure progress towards the achievement of long-term stability; and (c) conducting an analysis of the comparative advantages of UNOCI and the United Nations country team. These processes will need to take into account the situation in the country, the capacity of national institutions and the regional context.

**Security situation**

8. The security situation in Côte d'Ivoire, despite some improvements, continues to be fragile. The situation is characterized by persistently high level of violent crimes throughout the country, including banditry committed by elements of the Forces républicaines de Côte d'Ivoire (FRCI), dozos (traditional hunters) and former combatants, as well as recurrent incidents of inter-community violence.

9. Ensuring stability will require progress in addressing the root causes of the Ivorian conflict, including land tenure issues, identity and nationality, control over and access to natural resources, as well as inter-community relations. Risks are also posed by the lack of tangible improvement in the daily lives of people, despite the improving economy. While the extension of State authority throughout the country is progressing, there is continued need for support from UNOCI through building the capacity of the local authorities to address issues relating to reconciliation, social cohesion and public order.

10. The situation along the border between Liberia and Côte d'Ivoire continues to be a source of concern owing to reports of illegal circulation of weapons on both sides of and across the border, as well as the presence of mercenaries and former combatants. The two Governments have taken steps to enhance border security; however, more needs to be done on both sides to reconcile the populations and to establish conditions for the return of Ivorian refugees remaining in Liberia.

**Political situation**

11. Although dialogue between the Government and the opposition is ongoing, and it is assumed that the political environment in Côte d'Ivoire will generally continue to improve, progress towards reconciliation is limited, and substantive issues have yet to be fully addressed. Looking ahead, the political establishment is beginning to prepare for the presidential and legislative elections, which, it is anticipated, will take place between October and December 2015. The elections are expected to be a critical milestone for the Ivorian peace process. There could be risks to stability during the electoral period if political differences that could trigger conflict are not addressed. Considerable efforts are required to facilitate an environment that is conducive to the holding of peaceful elections, including with respect to dialogue and reconciliation, reform of the security, justice and corrections sectors, disarmament of former combatants and electoral reform. Accordingly, it is envisaged that the political role of UNOCI will remain critical during the 2014/15 period to facilitate the dialogue between the Government and its interlocutors on

important priorities, including through the good offices of the Special Representative of the Secretary-General.

12. The good offices role is a core mandated responsibility of UNOCI, which will increase in importance during the electoral period, which has effectively already begun. Efforts are already under way to help facilitate an environment conducive to the holding of free and fair elections. In this context, and also considering that the Operation is beginning to plan for an eventual transition, it is proposed to strengthen and restructure the executive direction and management component through the redeployment of posts and the reassignment of a number of functions. This will ensure that key management decisions taken during this critical period of the Operation's life cycle are informed by robust strategic planning, analysis and expert advice.

**Security sector reform and disarmament, demobilization and reintegration**

13. Over the course of the past year, some progress has been made in the area of security sector reform, including the establishment in August 2012 of the National Security Council and the national Authority for Disarmament, Demobilization and Reintegration. In addition, the creation of the Centre for the Coordination of Operational Decisions in December 2012 represented a concrete measure aimed at increasing coherence among the three major defence and security forces and enhancing security in Abidjan and the surrounding areas.

14. Pursuant to Security Council resolution 2112 (2013), the Operation's support to the security sector reform process has evolved from the elaboration of the National Strategy on Security Sector Reform to its implementation. A major challenge for the 2014/15 period is the ability of the Government to accelerate the introduction of the planned reforms, and the main priorities of the Operation will be national capacity-building through the South-South cooperation framework, continuous support to the communication strategy on security sector reform, as well as enhancing the holistic approach security sector reform through the provision of advice on democratic control of the security sector.

15. In the context of disarmament, demobilization and reintegration of former combatants, it is anticipated that UNOCI will be called on to continue to assist the national authorities in finalizing and implementing the national programme, including with regard to weapons collection, ammunitions storage, disarmament and demobilization, and the sustained social and economic reinsertion of former combatants.

**Humanitarian and human rights situation**

16. The humanitarian situation has improved significantly, although some pockets of vulnerability persist, particularly in the west and north. However, the continued return of refugees and internally displaced persons to their areas of origin is a sign of confidence and an indicator of improvement.

17. The human rights situation is expected to remain challenging, with continued incidences of sexual and gender-based violence. It is expected that national capacities will not be fully restored by mid-2014, and the Operation's efforts will therefore remain important to: support compliance with international humanitarian and human rights law; the rapid prosecution of crimes; the deployment of advisers

on the protection of women and children; and support for due diligence policy, monitoring and reporting on human rights. The judicial and correction systems will require continued special attention from the Government and the support of international partners, including the United Nations.

18. In preparation for transition planning, UNOCI will continue to work with the Government to achieve the strategic benchmarks and related indicators of progress, which were revised in the framework of a joint exercise at the end of 2013 pursuant to Security Council resolution 2112 (2013).

**Military and police personnel**

19. During the 2013/14 period, in line with Security Council resolution 2112 (2013), the Operation started to reduce and reconfigure its military presence, concentrating resources in western Côte d'Ivoire and high-risk areas. The cost estimates for 2014/15 are based on a reduced strength of 6,945 troop and staff officers, 192 military observers and 1,555 police personnel. In the same resolution, the Security Council also affirmed its intention to consider a further reduction of 1,700 military personnel by 30 June 2015 based on the evolution of security conditions on the ground and an improved capacity of the Government of Côte d'Ivoire to gradually take over the security role; however, the cost estimates do not make provision for this reduction pending its consideration by the Council to inform such consideration, a military and police capability study and a related strategic review will be undertaken in the first quarter of 2014.

20. In the 2014/15 period, it is proposed to establish, within the authorized military strength of UNOCI, a quick reaction force configured and equipped to respond to incidents in Côte d'Ivoire. The force would also provide support in the event of a serious deterioration of the security situation in Liberia once the United Nations Mission in Liberia (UNMIL) reaches its residual military strength by mid-2015, and would respond to other crises in the subregion as necessary.

21. The UNOCI police component will continue to have a strong field presence. Individual police officers will be present at 23 team sites across the country, while formed police units will continue to be deployed in Abidjan, Bouaké, Daloa, Guiglo and Yamoussoukro. United Nations police will co-locate with the national police and gendarmerie academies and carry out rotating co-location at 309 police and gendarmerie field units throughout the country.

**Air assets**

22. During the budget period, UNOCI will operate and maintain 13 air assets, including 10 rotary-wing and 3 fixed-wing aircraft, from six aviation bases across the country. For a more cost-efficient delivery of air transportation, the large B-737 fixed-wing aircraft currently shared with UNMIL and one MI-8 helicopter will be discontinued. Cost-sharing arrangements with UNMIL will continue in respect of three armed helicopters deployed in Manto support insertion and extraction operations, undertake surveillance and reconnaissance missions as well as escort utility helicopters and support ground operations.

23. It is also intended to deploy an unarmed aircraft system to UNOCI following an assessment of the deployment of similar capabilities by the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

(MONUSCO). Such a capability would enhance the Operation's situational awareness and serve as a key technical enabler for UNOCI to provide the necessary surveillance in support of the mission's operations. This would be particularly important for monitoring and addressing cross-border security challenges, with particular attention to the cross-border movement of armed elements and weapons, protection of civilians and enhancement of the safety and security of mission personnel.

**Civilian personnel**

24. The proposed levels of civilian personnel in UNOCI reflect the adjusted focus of the Operation pursuant to Security Council resolution 2112 (2013). Overall, a net reduction of 77 posts and positions is proposed; a total of 122 posts will be redeployed, 42 posts will be reassigned to meet emerging priorities, and 17 international posts will be converted to national posts. The proposed changes will ensure that UNOCI has the appropriate number of staff in the right categories, and at the appropriate locations and levels to effectively implement its mandate. Pursuant to General Assembly resolution 66/264, a review of the civilian staffing of UNOCI was conducted in October 2013, and the recommendations of the review have been factored into the budget proposal.

**Support**

25. During the 2014/15 period, the support component will focus on: operationalizing the integrated logistics base at Anankoua-Kouté (formerly referred to as Yopougon) through the relocation and integration of two other sites (Koumassi and Colas); carrying out infrastructure enhancements required to increase the security of all UNOCI sites; implementing improvement measures, such as more efficient fuel management and improved reporting through the Umoja enterprise resource planning system; and ensuring continuity of operations. Back-office support will continue to be provided to the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) in various areas, including finance, human resources and procurement, through a service-level agreement between the two missions. Travel and training costs will continue to be closely monitored, and information technology equipment and vehicle holdings will be reduced to levels that are in line with or below the standard ratios. No new assets will be procured except for the replacement of obsolete equipment that is deemed essential. The automation of functions following the introduction of Umoja is expected to further increase operational efficiency. Continued attention will be paid to minimizing the Operation's environmental footprint.

26. UNOCI will continue realigning and streamlining its mission support structure in line with the two-year transition plan introduced during the 2013/14 period. In keeping with the priorities of the civilian staffing review, there will be an emphasis on further reduction of the number of international staff through, inter alia, the conversion of international posts to national posts. Building on lessons learned and best practices from other missions, UNOCI will also focus on building the capacity of national staff through targeted training programmes that are designed to develop their skills both to enable them to take on greater responsibilities within the mission and to facilitate their eventual reinsertion into the national job market.

27. At the organizational structural level, budget and finance functions will be merged in line with changes made in other peacekeeping missions; the Facilities Management Unit, currently under the General Services Section, will be redeployed to the Engineering Section to increase operational effectiveness; and the Civilian Personnel Section will be restructured to include the Travel Unit, thereby bringing together related functions.

28. The overall change in financial requirements from the 2013/14 period to the 2014/15 period reflects a decrease of $71.9 million which is attributable mainly to: (a) the reduction of 1,700 military contingent personnel; (b) the discontinuation of a large fixed-wing aircraft and a helicopter; (c) reduced requirements for construction services upon completion of the Anonkoua-Kouté integrated camp and logistics base; and (d) a net reduction of 34 international posts.

## C. Regional mission cooperation

29. The Liberia and Côte d'Ivoire border areas remain a focus of the Operation, owing to security concerns related to cross-border movements of armed individuals, land issues and inter-community conflict, heightened by the movements in the area of refugees and internally displaced persons. It is anticipated that during the period under review, the quadripartite forum will continue to meet annually and that inter-mission cooperation with Liberia will be strengthened through the establishment of a dedicated Field Coordination and Inter-mission Cooperation Unit. In addition, it is anticipated that UNOCI will start working with MINUSMA on areas of mutual interest in the context of the inter-mission cooperation framework. The Operation will continue to support efforts to address subregional threats and will contribute to the development of a subregional strategy by the Mano River Union secretariat, in collaboration with the Economic Community of West African States (ECOWAS), to address the cross-border movements of armed elements and weapons and illicit trafficking, which is being coordinated by the United Nations Office for West Africa (UNOWA).

30. UNOCI will continue to enhance regional mission cooperation with UNMIL, the United Nations Integrated Peacebuilding Office in Guinea-Bissau and UNOWA. UNOCI will continue to provide its air assets to other missions, including UNMIL and MINUSMA, as required and on a cost-sharing and cost-recovery basis, and to support the requirements of the special political missions in the region.

31. In coordination with the United Nations country team in Côte d'Ivoire, UNOCI will continue to enhance its cooperation with neighbouring United Nations country teams, particularly in Liberia, Ghana and Guinea. This will allow enhanced synergies with neighbouring countries without a peacekeeping field presence to address areas of common concern, such as the voluntary return of refugees, disarmament, demobilization and reintegration, and the exchange of information on border security issues.

32. Furthermore, the Special Representatives of the Secretary-General and senior mission officials of the above-mentioned missions in West Africa will continue to meet and consult regularly on the political situation in the region and issues of mutual concern.

## D. Partnerships, country team coordination and integrated missions

33. UNOCI will continue to apply a "one United Nations system" approach with integrated strategic coordination covering all mandated areas. A number of joint initiatives are being implemented, such as the Joint Support Initiative to the National Assembly, which brings together UNOCI and the United Nations country team in providing technical assistance to the National Assembly of Côte d'Ivoire based on a signed cooperation framework.

34. UNOCI will work with the United Nations country team to support peace consolidation in accordance with the underlying strategy of the United Nations Development Assistance Framework 2013-2015. In response to Security Council resolution 2112 (2013), UNOCI and the United Nations country team undertook a preliminary analysis of their respective comparative advantages and made recommendations for the possible transfer to the United Nations country team and/or the Government of those tasks where the other party has a comparative advantage. The analysis, which is described in more detail by the Secretary-General in his thirty-third report to the Security Council on UNOCI (S/2013/761), revealed that areas where the country team could in the near future assume some of the responsibilities of UNOCI were, in particular, those related to gender, child protection and HIV/AIDS. Opportunities for increased synergies in areas such as juvenile justice and the rule of law were also identified. During the 2014/15 period, UNOCI and the country team are expected to make further progress on this issue.

## E. Results-based-budgeting frameworks

35. In order to facilitate the presentation of the proposed changes in human resources, six categories of possible action with respect to staffing have been identified. A definition of the terminology with respect to the six categories is contained in annex I.A of the present report.

**Executive direction and management**

36. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General. During the 2014/15 period, it is proposed to restructure the Operation's executive direction and management, primarily through the redeployment and reassignment of posts, in order to ensure that the Special Representative is adequately supported in her critical role of good offices. In addition, the creation of new units dedicated to strategic planning and best practices and inter-mission cooperation will allow the Operation to position itself appropriately in order to address priorities and challenges that arise in the run-up to the elections in 2015 and beyond.

Table 1
**Human resources: executive direction and management**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| **Office of the Special Representative of the Secretary-General** | | | | | | | | | |
| Approved posts 2013/14 | 1 | 2 | 5 | 4 | 3 | **15** | 9 | 1 | **25** |
| Proposed posts 2014/15 | 1 | 2 | 5 | 3 | 4 | **15** | 8 | 5 | **28** |
| **Net change** | – | – | – | **(1)** | **1** | – | **(1)** | **4** | **3** |
| **Office of the Principal Deputy Special Representative of the Secretary-General for Operations and Rule of Law** | | | | | | | | | |
| Approved posts 2013/14 | 1 | – | 1 | – | 1 | **3** | 2 | – | **5** |
| Proposed posts 2014/15 | 1 | – | 1 | 1 | 1 | **4** | 3 | – | **7** |
| **Net change** | – | – | – | **1** | – | **1** | **1** | – | **2** |
| **Office of the Deputy Special Representative of the Secretary-General for Humanitarian Coordination, Recovery and Reconstruction** | | | | | | | | | |
| Approved posts 2013/14 | 1 | – | 2 | – | 1 | **4** | 3 | – | **7** |
| Proposed posts 2014/15 | 1 | – | 3 | – | 1 | **5** | 2 | – | **7** |
| **Net change** | – | – | **1** | – | – | **1** | **(1)** | – | – |
| **Office of the Legal Adviser** | | | | | | | | | |
| Approved posts 2013/14 | – | – | 1 | 1 | – | **2** | 3 | 1 | **6** |
| Proposed posts 2014/15 | – | – | 2 | 1 | – | **3** | 3 | 1 | **7** |
| **Net change** | – | – | **1** | – | – | **1** | – | – | **1** |
| **Joint Analysis and Operations and Embargo Monitoring Section** | | | | | | | | | |
| Approved posts 2013/14 | – | – | 1 | 1 | – | **2** | – | – | **2** |
| Proposed posts 2014/15 | – | – | 4 | 5 | 1 | **10** | – | 5 | **15** |
| **Net change** | – | – | **3** | **4** | **1** | **8** | – | **5** | **13** |
| **Field Coordination and Inter-mission Cooperation Unit (New)** | | | | | | | | | |
| Approved posts 2013/14 | – | – | – | – | – | – | – | – | – |
| Proposed posts 2014/15 | – | – | 2 | 1 | – | **3** | – | 1 | **4** |
| **Net change** | – | – | **2** | **1** | – | **3** | – | **1** | **4** |

| | International staff | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | USG-ASG | D-2-D-1 | P-5-P-4 | P-3-P-2 | Field Service | Subtotal | National staff[a] | United Nations Volunteers | Total |
| **Strategic Planning and Best Practices Unit (New)** | | | | | | | | | |
| Approved posts 2013/14 | – | – | – | – | – | – | – | – | – |
| Proposed posts 2014/15 | – | – | 2 | 1 | – | 3 | – | 1 | 4 |
| **Net change** | – | – | 2 | 1 | – | 3 | – | 1 | 4 |
| **Office of the Spokesperson (New)** | | | | | | | | | |
| Approved posts 2013/14 | – | – | – | – | – | – | – | – | – |
| Proposed posts 2014/15 | – | – | 1 | 1 | – | 2 | 3 | 1 | 6 |
| **Net change** | – | – | 1 | 1 | – | 2 | 3 | 1 | 6 |
| **Total** | | | | | | | | | |
| Approved posts 2013/14 | 3 | 2 | 10 | 6 | 5 | 26 | 17 | 2 | 45 |
| Proposed posts 2014/15 | 3 | 2 | 20 | 13 | 7 | 45 | 19 | 14 | 78 |
| **Net change** | – | – | 10 | 7 | 2 | 19 | 2 | 12 | 33 |

[a] Includes National Professional Officers and national General Service staff.

*International staff: net increase of 19 posts*

*National staff: net increase of 2 posts*

*United Nations Volunteers: net increase of 12 positions*

**Office of the Special Representative of the Secretary-General**

*International staff: no net change (reassignment of 1 D-1 post within the Office of the Special Representative of the Secretary-General, establishment of 1 P-5 post, redeployment of 1 P-5 post from the Gender Unit, redeployment of 3 posts, 1 P-5, 1 P-4 and 1 P-3, to the Strategic Planning and Best Practices Unit, redeployment of 1 Field Service post from the Joint Operations Centre)*

*National staff: net decrease of 1 post (redeployment of 1 National Professional Officer post from the Gender Unit, abolishment of 3 national General Service posts, redeployment of 1 national General Service post from the Communications and Public Information Section)*

*United Nations Volunteers: increase of 4 positions (reassignment of 4 United Nations Volunteers from the Communications and Public Information Section)*

37. Within the immediate Office of the Special Representative of the Secretary-General, it is proposed to reassign one post at the D-1 level from Security Sector Reform Adviser to Reconciliation Adviser. This change is in line with the recommendations of the civilian staffing review and will strengthen the capacity of the Office by bringing in an adviser with expertise in national reconciliation to support the efforts of the Government in this area, which so far have been limited. This capacity will be essential to facilitate an environment conductive to the peaceful conduct of the elections in 2015. The reassignment will provide a dedicated

and strategic capacity in this area and also reflect the Security Council mandate to use the role of good offices role to facilitate dialogue.

38. It is also proposed to redeploy one post of Senior Gender Affairs Officer at the P-5 level and one National Professional Officer post of Associate Gender Affairs Officer from the Gender Unit under component 2. By embedding the Operation's gender capacity in the immediate office of the Special Representative of the Secretary-General, better synergies will be created with all programmatic units of UNOCI allowing for a more effective cross-cutting approach to gender-related issues.

39. In addition, in the immediate office of the Special Representative of the Secretary-General it is proposed to establish a post of Regional Office Coordinator at the P-5 level. During the 2014/15 period, the organizational structure of the Operation will be reconfigured around three regional offices (Bouaké, Daloa and Abidjan). Those offices will engage with diverse Government and non-government stakeholders at the local level. The Regional Office Coordinator will report directly to the Special Representative of the Secretary-General and act as leader of a multidisciplinary team comprising staff from the substantive offices. The Regional Office Coordinators already in place in Bouaké and Daloa are already at the P-5 level, and the proposed establishment of the post of Head of the Abidjan Regional Office at the P-5 level will realign the organizational structure (the functions of the post have been temporarily performed by a post at the P-4 level, which is on loan from another section).

40. Furthermore, it is proposed to redeploy one Field Service post of Administrative Assistant from the Joint Operations Centre in line with the recommendations of the civilian staffing review. The addition of an international Administrative Assistant post will enhance the quality of the administrative support provided, including by improving productivity and ensuring that sensitive and confidential information is handled in accordance with established standard operating procedures.

41. It is proposed to abolish one national General Service post of Administrative Assistant as a result of the automation and streamlining of processes, which will allow the workload to be performed by one staff member instead of the current two.

42. It is also proposed to reassign four United Nations Volunteer positions from the Communications and Public Information Section to function as Reporting Officers in support of the three heads of the regional offices in Bouaké, Daloa and Abidjan, and to assist the Chief of Staff with reporting and information management tasks. This dedicated coordination, reporting and monitoring capacity will allow for more efficient and timely information flows between headquarters and field offices and thereby strengthen the Operation's ability to effectively implement its mandate.

43. Furthermore, it is proposed to redeploy one national General Service post of Driver from the Communications and Public Information Section. In line with the ongoing efforts of the Operation to reprioritize existing staffing resources in order to meet changing requirements, the incumbent of the post of Driver will address the increased transportation requirements of the Office.

44. It is proposed to abolish two national General Service posts of Administrative Assistant in the Board of Inquiry Unit within the Office of the Special Representative of the Secretary-General. It has been determined that the

administrative workload of the Unit can be absorbed by the incumbent of the remaining Field Service post.

45. It is also proposed to redeploy three posts to the new Strategic Planning and Best Practices Unit, namely one post of Senior Planning Officer at the P-5 level, one post of Best Practices Officer at the P-4 level, and one post of Planning Officer at the P-3 level.

**Office of the Principal Deputy Special Representative of the Secretary-General for Operations and Rule of Law**

*International staff: increase of 1 post (reassignment of 1 P-3 post from the Gender Unit)*

*National staff: increase of 1 post (reassignment of 1 National Professional Officer post from the Human Rights Section)*

46. It is proposed to reassign one post at the P-3 level from the Gender Unit to function as Special Assistant. The incumbent of the post will provide substantive and practical support to the Deputy Special Representative of the Secretary-General in the implementation of the Office's mandate. The incumbent will prepare and follow up on meetings through the preparation of talking points and summary notes and coordinate the weekly Pillar Coordination meetings. The duties of the post will also include the provision of support in advising the Special Representative of the Secretary-General, including the drafting and preparation of advisory notes and code cables. The incumbent of the post will furthermore act as the focal point for the Security Sector Reform Section, decentralization, cross-border and inter-mission cooperation and the United Nations support to the National Assembly. He or she will also support analytical and reporting tasks as needed.

47. In an ongoing effort to realign the staffing establishment to the realities on the ground, it is proposed to reassign one National Professional Officer post from the Human Rights Section to act as Liaison Officer. This redeployment will support the increased workload of the Office, including the function to act as focal point with rule of law sections.

**Office of the Deputy Special Representative of the Secretary-General for Humanitarian Coordination, Recovery and Reconstruction**

*International staff: increase of 1 post (reassignment of 1 post at the P-4 level from the Civil Affairs Section)*

*National staff: decrease of 1 post (abolishment of 1 national General Service post)*

48. In line with the mandate of the Operation to protect civilians, and with a view to reprioritizing functions within existing resources, it is proposed to reassign one post at the P-4 level from the Civil Affairs Section to act as Protection Officer in this Office, where the incumbent will provide dedicated advisory capacity on the protection of civilians. The implementation of the Operation's mandate to protect civilians is not specific to one section, and thus needs to be mainstreamed throughout the Operation's interventions. Furthermore, embedding the post in this Office will enable the Operation to better comply with the directions of the Security Council to the effect that a comprehensive protection of civilians strategy should be

implemented in coordination with the United Nations country team and in close collaboration with humanitarian agencies.

49. It is proposed to abolish one national General Service post of Administrative Assistant. The Office currently has two Administrative Assistant posts; however, the administrative workload can be handled by one Administrative Assistant, and the reduction in staffing will not affect the delivery of mandated activities.

**Office of the Legal Adviser**

*International staff: increase of 1 post (reassignment of 1 P-4 post from the Conduct and Discipline Unit)*

50. It is proposed to reassign one post at the P-4 level from the Conduct and Discipline Team to perform the functions of Legal Officer. In view of the ongoing engagement of the International Criminal Court with Côte d'Ivoire, the Office of Legal Affairs in New York has recommended the temporary enhancement of the Office in UNOCI with the services of a Legal Officer to assist with the increased workload in connection with the engagement of the Operation in cases related to the International Criminal Court.

**Joint Analysis and Operations and Embargo Monitoring Section**

*International staff: net increase of 8 posts (redeployment of 1 P-5 post and 1 P-3 post from the Joint Mission Analysis Centre, reassignment of 1 P-4 post from the Disarmament, Demobilization and Reintegration Section, reassignment of 1 P-4 post from the Civil Affairs Section, redeployment of 1 P-4 post from the Political Affairs Section, redeployment of 2 P-3 posts from the Political Affairs Section, redeployment of 1 P-3 post from the Joint Operations Centre, reassignment of 1 P-3 post from the Human Rights Section, reassignment of 1 Field Service post from the Joint Operations Centre)*

*United Nations Volunteers: increase of 5 positions (reassignment of 5 United Nations Volunteers from the Human Rights Section)*

51. In line with the recommendations of the civilian staffing review, and bearing in mind the outcome of an assessment visit made in 2012, it is proposed to combine the Joint Mission Analysis Centre, Joint Operations Centre and the Embargo Cell to form one strengthened section. Embedding the Embargo Cell in the section will enhance cooperation with the Group of Experts, whose focal point is the Joint Mission Analysis Centre. Both centres have to be reinforced in the context of the sensitive pre-electoral period in order to provide the Operation's leadership with timely information, intelligence and analysis, so as to ensure that it is in the most advantageous position in advance of the elections in 2015. The larger, consolidated Section will be accommodated from within existing resources and will benefit from streamlined reporting lines, improved information flow, continuity of information processing and improved synergies among the three units.

52. The staffing requirements of the consolidated Joint Analysis and Operations and Embargo Monitoring Section will be accommodated partly from the redeployment of one post at the P-5 level and one post at the P-3 level from the Joint Mission Analysis Centre. The incumbent of the P-5 post will serve as the Chief of the new Section and will be responsible for overseeing and coordinating its work, while the incumbent of the P-3 post of Information Analyst will support the Joint

Mission Analysis Centre in the production of mission-wide integrated analysis for the Operation's leadership to ensure that decision-making and planning at the senior level is done on the basis of timely information and sound political and security assessments.

53. It is proposed to redeploy one post of Joint Operations Centre Officer at the P-3 level and to reassign one Field Service post from the Joint Operations Centre to the new Section as an Administrative Assistant. The incumbents will support the work of the Joint Operations Unit within the new Section.

54. It is also proposed to strengthen the new Section with a post of Information Analyst at the P-4 level through the reassignment of a post at the equivalent level from the Disarmament, Demobilization and Reintegration Section.

55. It is furthermore proposed to reassign one post at the P-3 level and five United Nations Volunteers positions from the Human Rights Section to carry out functional roles as Information Analyst and Associate Information Analysts, respectively.

56. It is proposed to reassign one post at the P-4 level from the Civil Affairs Section to carry out the functions of Information Analyst. The incumbent will provide additional capacity to the Embargo Monitoring Unit to undertake customs investigations.

57. It is also proposed to redeploy three posts of Political Affairs Officer (1 P-4 and 2 P-3) from the Political Affairs Section. The incumbents of the redeployed posts would perform the work of the Embargo Monitoring Unit, which would include increased responsibility for customs inspections.

**Strategic Planning and Best Practices Unit (establishment)**

*International staff: increase of 3 posts (redeployment of 1 P-5 post, 1 P-4 post and 1 P-3 post from the Office of the Special Representative of the Secretary-General)*

*United Nations Volunteers: increase of 1 position (reassignment from the Office of the Special Representative of the Secretary-General)*

58. In order to strengthen the Operation's capacity to effectively and efficiently respond to the challenges it will face in the run-up to the elections in 2015, it is proposed to establish a stand-alone unit through the redeployment of three posts from the Office of the Special Representative of the Secretary-General comprising one post of Senior Planning Officer at the P-5 level, one post of Best Practices Officer at the P-4 level, and one post of Planning Officer at the P-3 level.

59. In addition, it is proposed to reassign one United Nations Volunteer position from the Communications and Public Information Section to carry out the functions of Reporting Officer in order to strengthen the capacity of the new Unit in advance of the elections in 2015 and as the Operation begins the transition to the next phase of its life cycle. The establishment of the new Strategic Planning and Best Practices Unit will allow the Operation to take advantage of the synergies between strategic planning and best practices activities while consolidating strategic planning and policy-related functions, and the Unit functions as the focal point for planning purposes by the entire Operation.

**Field Coordination and Inter-mission Cooperation Unit (establishment)**

*International staff: increase of 3 posts (reassignment of 1 P-5 post from the Joint Operations Centre, reassignment of 1 P-4 post and 1 P-3 post from the Rule of Law Section)*

*United Nations Volunteers: increase of 1 position (reassignment of 1 position from the Human Rights Section)*

60. It is proposed to establish, within existing capacity, a new Field Coordination and Inter-mission Cooperation Unit, which would be responsible for the management of field coordination and inter-mission cooperation activities. The staffing establishment of the Unit would comprise three posts, one each at the P-5, P-4 and P-3 levels, and one United Nations Volunteer position, all of which would be reassigned from other offices and sections. It is proposed that the post at the P-5 level be reassigned from the Joint Operations Centre to act as Senior Liaison and Coordination Officer; that the P-4 posts be reassigned from the Rule of Law Section to perform the functions of Liaison and Coordination Officers, and that the United Nations Volunteer position be reassigned from the Human Rights Section to perform the functions of Associate Liaison and Coordination Officer. The new Unit would develop strategic guidance on field coordination, monitor field activities, ensure consistency of reporting and manage the day-to-day administrative tasks relating to the regional and field offices. The Unit would also enhance inter-mission cooperation and work on developing closer coordination and joint planning with MINUSMA, UNMIL, UNOWA and other United Nations operations in West Africa, in accordance with the mandate of the Security Council. The establishment of the proposed new Unit would improve the overall effectiveness of mandate implementation since it would allow for more proactive management and coordination of field operations and strengthen the capacity of UNOCI to respond to emerging situations at the local level.

**Office of the Spokesperson (establishment)**

*International staff: increase of 2 posts (redeployment of 1 P-4 post and 1 P-3 post from the Communications and Public Information Section)*

*National staff: increase of 3 posts (redeployment of 2 National Professional Officer posts and 1 national General Service post from the Communications and Public Information Section)*

*United Nations Volunteers: increase of 1 position (redeployment of 1 position from the Communications and Public Information Section)*

61. It is proposed to redeploy the six posts to comprise the Office of the Spokesperson (including the Media Monitoring and Media Relations Units) from the Communications and Public Information Section in order to establish a stand-alone unit that reports directly to the Special Representative of the Secretary-General. The six posts comprise one post of Spokesperson at the P-4 level, one post of Public Information Officer at the P-3 level, two National Professional Officer posts of Associate Public Information Officer, one national General Service post of Public Information Assistant, and one United Nations Volunteer position of Public Information Officer. The Spokesperson plays a key strategic role in supporting the good offices role of the Special Representative which will be of high importance as the national reconciliation process gains momentum and in the run-up to the

elections in 2015, and therefore closer coordination between the Spokesperson and the Office of the Special Representative is required. The proposed redeployment would also increase the responsiveness of the Office of the Spokesperson, improve the management and sharing of information across the Operation, as well as enhance the quality and timeliness of outputs.

**Component 1: safe and secure environment**

62. Component 1 outlines key expected accomplishments related to stabilizing the security situation, including supporting the Government in its efforts to address the remaining security threats and border-related challenges. The protection of civilians remains a key mandated task, while support to the reform of the national security sector and the disarmament, demobilization and reintegration of ex-combatants from all sides of the conflict will also be priority areas. UNOCI will continue to support the Government in addressing challenges in border areas and areas of high risk by providing support to cross-border activities and to local committees bringing together the security forces, local authorities and community representatives.

63. UNOCI will continue to implement its mandate to protect civilians through adjusting the deployment of military and civilian personnel as necessary to ensure the presence of or intervention by military, police and civilian personnel in areas of concern. The military contingents will conduct long-range patrols, land patrols, air patrols and joint patrols with the UNOCI police component in order to maintain situational awareness, deter spoilers and reassure the population.

64. UNOCI will also continue to support and develop the capacities of the national law enforcement agencies, including the police, the gendarmerie, and the Centre for the Coordination of Operational Decisions, to protect civilians and in the fight against crime. This will be achieved through joint patrolling, co-location, mentoring and training-of-trainers programmes on topics related to the protection of civilians.

65. UNOCI will continue to support the national Authority for Disarmament, Demobilization and Reintegration to disarm and demobilize an estimated caseload of 30,000 former combatants and provide them with reinsertion opportunities that are linked to sustainable reintegration, in collaboration with the United Nations country team where relevant. In cooperation with UNMIL and the United Nations country teams in the subregion, UNOCI will also support the disarmament and voluntary repatriation of an estimated 3,000 foreign armed combatants and Ivorian combatants remaining abroad.

66. The Operation will pursue its efforts to advocate for an inclusive, credible, transparent and sustainable disarmament, demobilization and reintegration process and provide strategic and technical advice, including through the direct co-location of staff and on the operationalization of the national disarmament, demobilization and reintegration programme and the civilian disarmament programme. Through the provision of technical assistance, UNOCI will continue to assist the Government in the registration and screening of former combatants, including updating the database of profiled elements and participation in the joint verification mechanism. The Operation will also provide security, transport and other operational support and technical assistance to disarmament and demobilization operations and to the collection of weapons at three dedicated disarmament, demobilization and reintegration sites and throughout the territory, as needed.

67. The Operation will support the reinsertion of former combatants through the provision of technical advice and financial support covering safety nets and socioprofessional training. UNOCI will also identify, develop, implement and monitor community-based reinsertion projects in priority areas with high concentrations of former combatants. The Operation will continue to play a coordination and facilitation role with regard to the United Nations country team and international and private partners in support of sustainable reintegration.

68. UNOCI will also continue to assist the national authorities to safely collect, register, secure and dispose of weapons and ammunition, and will support the Government, in coordination with other partners, to develop and implement community weapons collection programmes.

69. In addition, UNOCI will continue to assist the national authorities in clearing explosive remnants of war and will contribute to the prevention and mitigation of intra-community disputes and the promotion of social cohesion. This will be achieved through the Operation's armed violence reduction project and through awareness-raising programmes in mine risk education and firearms safety education delivered at the community level in locations along the border with Liberia.

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 1.1 Continued stabilization of security conditions in Côte d'Ivoire | 1.1.1 Reduction in armed groups threatening the civilian population (2012/13: 43 reported incidents; 2013/14: 0 reported incidents; 2014/15: 30 reported incidents) |
| | 1.1.2 Full compliance with the arms embargo (2012/13: 230 reported incidents; 2013/14: 0 reported incidents; 2014/15: 0 reported incidents) |
| | 1.1.3 Improved discipline and accountability of the security and defence forces, inter-agency cooperation and internal organization of security institutions (2012/13: 589 reported violations; 2013/14: 250 reported violations; 2014/15: 100 reported violations) |

*Outputs*

- 350,400 routine patrol person-days (120 patrols per day x 8 troops x 365 days), including long-range as well as mixed patrols, to increase visibility vis-à-vis the creation of an environment conducive to safety and security that strengthens the Operation's mandate regarding the protection of civilians
- 42,900 long-range patrol person-days (3 long-range patrols per day x 25 troops x 52 weeks x 11 battalions (4 in Sector West, 3 in Sector East, 4 in Sector Abidjan))
- 2,304 flight hours (1,224 hours for 3 Bell-212 helicopters and 1,080 hours for 2 Mi-17 helicopters) focused mainly on air reconnaissance/air patrols (including the border region), but which also include force deployment and extractions, casualty evacuation, support for United Nations police and military observer patrols and other military air operations
- 750 armed helicopter flight hours to patrol mainly in the border region in Liberia and Côte d'Ivoire and preparedness for close air support missions on any point/location in Côte d'Ivoire

- 3,400 unmanned aircraft system patrol hours (2 unmanned aircraft systems x 10 hours/day x 5 days x 34 weeks)
- 62,050 military observer mobile patrol person-days (2 military observers per patrol x 5 patrols a day x 17 team sites x 365 days (2 team sites in Sector Abidjan, 9 team sites in Sector West and 6 team sites in Sector East))
- 208 boat patrol-days (2 boats x 2 days per week x 52 weeks) focused on the lagoon areas of Abidjan
- Participation in 24 meetings on regional and inter-mission cooperation under the "Operation Mayo" framework, including with the Defence and Security Committees of ECOWAS, UNMIL and UNOWA and other United Nations presences in the subregion, focused on monitoring cross-border movements of armed groups and operations against the illegal movement of weapons; and facilitation of 3 high-level meetings on regional and inter-mission security cooperation with a view to protecting civilians and the development of a subregional strategy for the Mano River Union
- Provision of advice, training and logistical support to the Ivorian armed forces, with special attention to their relationship with the local population and the need to comply with international humanitarian, human rights and refugee law, through daily joint planned patrols and monthly regional meetings
- 24 integrated assessment missions, conducted jointly by the military, police and civilian components, to collect information on potential threats against the civilian population throughout the country
- 12 reports to the Security Council Committee established pursuant to resolution 1572 (2004) on compliance with the arms embargo and on cooperation with the Ivorian customs service on issues concerning embargoed goods
- Conduct of 60 monthly arms inspections in Ivorian armed installations (armed forces, gendarmerie and police), and 15 weekly inspections of cargo on-board aircraft and other vehicles at Ivorian seaports, airports and airfields
- Provision of technical advice to 90 per cent of the national authorities' requests for assistance in clearing ERW and UXO
- Facilitation of 4 cross-border workshops with participation of security forces, representatives of local authorities, traditional leaders and communities from Liberia and Côte d'Ivoire to support cooperation, information sharing, alert mechanisms and enable a coherent approach to dialogue and reconciliation in an environment conducive to sustainable return of Ivorian refugees and wherein border communities develop increased trust in State authorities on both sides of the border

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 1.2 Enhanced capacities of local authorities to protect civilians | 1.2.1 Security committees at the local level, including prefects, FRCI, gendarmerie, police, customs, general council and the mayor, are fully operational in at least 50 departments out of a total of 107 (2012/13: 0; 2013/14: 40; 2014/15: 50) |
| | 1.2.2 The Prison Administration contributes effectively to the protection of civilians by ensuring the safe and secure detention of inmates as measured through a reduction in the number of escapes (2012/13: 227; 2013/14: 63; 2014/15: 44) |

*Outputs*

- Provision of training to 500 corrections officers on effective security procedures and intervention techniques
- Conduct of 12 training sessions on mine awareness education (unexploded ordnance and explosive remnants of war) and 12 training sessions on firearms safety education at the community level
- Provision of technical support to 15 local security committees through monthly meetings
- Conduct of 80 train-the-trainer sessions for at least 3,000 personnel and 1,500 one-day mentoring sessions for at least 10,000 personnel of the national law enforcement agencies on topics related to protection of civilians, including child protection and protection from sexual and gender-based violence, public order, community policing, maritime policing, close protection, road traffic policing, fight against terrorism, forensics, judiciary policing and drug enforcement

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 1.3 Disarmament and demobilization of former combatants | 1.3.1 Increase in the total number of disarmed and demobilized former combatants (2012/13: 7,049; 2013/14: 30,000; 2014/15: 60,000) |
| | 1.3.2 Increase in the total number of weapons and items of explosive ordnance collected and processed in cooperation with the national Authority for Disarmament, Demobilization and Reintegration (2012/13: 11,000; 2013/14: 33,000; 2014/15: 64,000) |

*Outputs*

- Strategic and technical advice provided to the national Authority for Disarmament, Demobilization and Reintegration, through weekly meetings and co-location of staff, on the operationalization of the national disarmament, demobilization and reintegration programme
- Provision of operational assistance and logistical support to the disarmament and demobilization of approximately 30,000 former combatants, including through the provision of registration, and screening support, sensitization and training (including on sexual and gender-based violence and on HIV/AIDS prevention), security, transport, as well as food and non-food items
- Provision of technical assistance and security and logistical support to the processing of 100 per cent of the weapons and ammunition collected during disarmament operations throughout the country, including, where required, the verification, registration, transportation, storage, destruction and disposal of arms, as well as joint monitoring of the marking of 100 per cent of the weapons collected

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 1.4 Reinsertion of Ivorian ex-combatants from all key target groups, disarmament, demobilization and repatriation of Ivorian armed elements residing in foreign countries | 1.4.1 Increase in the total number of ex-combatants receiving reinsertion assistance (2012/13: 6,556; 2013/14: 30,000; 2014/15: 60,000) |
| | 1.4.2 Increase in the total number of disarmed, demobilized and repatriated Ivorian armed elements residing in foreign countries and foreign armed elements in Côte d'Ivoire (2012/13: 0; 2013/14: 2,500; 2014/15: 4,000) |

*Outputs*

- Design and implementation of 30 community-based reinsertion projects in priority areas with a high concentration of former combatants
- Provision of reinsertion assistance including provision of monthly safety nets to ex-combatants to cover boarding and lodging needs for up to a period of six months and support to socioprofessional training, to a planned caseload of 30,000 demobilized elements throughout the country
- Provision, on request, of security, transport and logistical assistance to disarmament and repatriation operations of an estimated total caseload of 1,500 foreign armed elements including Ivorian combatants on foreign soil and foreign combatants on Ivorian soil

*External factors*

Improvements in the capacity and performance of the national security institutions, and increased confidence between the security and defence forces and the local population

The Ivorian authorities will formulate and implement appropriate policies on the protection of civilians and sexual and gender-based violence

The national Authority for Disarmament, Demobilization and Reintegration continues to strengthen its capacity, credibility and field presence

The political and security environment remains stable in the run-up to the elections in 2015

Table 2
**Human resources: component 1, safe and secure environment**

| *Category* | | | | | | | | | | *Total* |
|---|---|---|---|---|---|---|---|---|---|---|
| *I. Military observers* | | | | | | | | | | |
| Approved 2013/14 | | | | | | | | | | 192 |
| Proposed 2014/15 | | | | | | | | | | 192 |
| **Net change** | | | | | | | | | | – |
| *II. Military contingents* | | | | | | | | | | |
| Approved 2013/14 | | | | | | | | | | 8 645 |
| Proposed 2014/15 | | | | | | | | | | 6 945 |
| **Net change** | | | | | | | | | | **(1 700)** |
| | *International staff* | | | | | | | | | |
| *III. Civilian staff* | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff[a]* | *United Nations Volunteers* | ***Total*** |
| **Office of the Force Commander** | | | | | | | | | |
| Approved posts 2013/14 | – | 2 | – | – | 1 | 3 | 3 | – | **6** |
| Proposed posts 2014/15 | – | 2 | – | – | 1 | 3 | 2 | – | **5** |
| **Net change** | – | – | – | – | – | – | **(1)** | – | **(1)** |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Joint Operations Centre** | | | | | | | | | |
| Approved posts 2013/14 | – | – | 1 | 1 | 3 | 5 | – | – | 5 |
| Proposed posts 2014/15 | – | – | – | – | – | – | – | – | – |
| **Net change** | – | – | (1) | (1) | (3) | (5) | – | – | (5) |
| **Disarmament, Demobilization and Reintegration Section** | | | | | | | | | |
| Approved posts 2013/14 | – | 1 | 6 | 8 | 1 | 16 | 9 | 19 | 44 |
| Proposed posts 2014/15 | – | 1 | 4 | 8 | 1 | 14 | 9 | 19 | 42 |
| **Net change** | – | – | (2) | – | – | (2) | – | – | (2) |
| **Security Sector Reform Section** | | | | | | | | | |
| Approved posts 2013/14 | – | 1 | 2 | 1 | 1 | 5 | 1 | 2 | 8 |
| Proposed posts 2014/15 | – | 1 | 3 | 1 | 1 | 6 | 1 | 3 | 10 |
| **Net change** | – | – | 1 | – | – | 1 | – | 1 | 2 |
| **Subtotal, civilian staff** | | | | | | | | | |
| Approved posts 2013/14 | – | 4 | 9 | 10 | 6 | 29 | 13 | 21 | 63 |
| Proposed posts 2014/15 | – | 4 | 7 | 9 | 3 | 23 | 12 | 22 | 57 |
| **Net change** | – | – | (2) | (1) | (3) | (6) | (1) | 1 | (6) |
| **Total (I-III)** | | | | | | | | | |
| Approved 2013/14 | | | | | | | | | 8 900 |
| Proposed 2014/15 | | | | | | | | | 7 194 |
| **Net change** | | | | | | | | | (1 706) |

[a] Includes National Professional Officers and national General Service staff.

*International staff: decrease of 6 posts*

*National staff: decrease of 1 post*

*United Nations Volunteers: increase of 1 position*

**Office of the Force Commander**

*National staff: decrease of 1 post (abolishment of 1 national General Service post)*

70. It is proposed to abolish one national General Service post of Staff Assistant. It has been determined that the Office can successfully perform its mandated functions with the reduced number of posts.

**Joint Operations Centre**

*International staff: decrease of 5 posts (reassignment of 1 P-5 post to the Field Coordination and Inter-mission Cooperation Unit, redeployment of 1 P-3 post to the Joint Analysis and Operations and Embargo Monitoring Section, abolishment of 1 Field Service post, redeployment of 1 Field Service post to the Office of the Special Representative of the Secretary-General, reassignment of 1 Field Service post to the Joint Analysis and Operations and Embargo Monitoring Section)*

71. It is proposed that the Joint Operations Centre be merged into a combined new structure under the executive direction and management component. The new Joint Analysis and Operations and Embargo Monitoring Section will have a different configuration, and it is proposed that the original five posts from the Joint Operations Centre be redeployed, reassigned and abolished as follows: one post at the P-5 level reassigned as Senior Liaison and Coordination Officer to the Field Coordination and Inter-mission Cooperation Unit; one post of Joint Operations Centre Officer at the P-3 level redeployed to the new Joint Analysis and Operations and Embargo Monitoring Section; one Field Service post of Administrative Assistant redeployed to the Office of the Special Representative of the Secretary-General; one Field Service post of Security Watch Keeper reassigned to the new Joint Analysis and Operations and Embargo Monitoring Section as Administrative Assistant; and one Field Service post of Security Watch Keeper abolished.

**Disarmament, Demobilization and Reintegration Section**

*International staff: decrease of 2 posts (reassignment of 1 P-4 post to the Joint Analysis and Operations and Embargo Monitoring Section, redeployment of 1 P-4 post to the Security Sector Reform Section)*

72. It is proposed to reassign one post of Information Systems Officer at the P-4 level, as the post is currently vacant and it will not be necessary to achieve the Section's mandate. The functions of the post can be absorbed by the remaining staff, which will allow for a more efficient and leaner management structure at the Operation's headquarters.

73. It is also proposed to redeploy a post of Security Sector Reform Officer at the P-4 level to the Security Sector Reform Section. When the post was established, the Section did not exist. The procedural redeployment proposed will ensure that the reporting line of the post is consistent with the functional responsibilities.

74. It is proposed to retain two National Professional Officer posts of Project Officer, which have been vacant for more than two years (since February 2012). With a drastic increase in the implementation of the national community-based reinsertion projects, the workload of the Section has increased, and vacant posts need to be filled in order to address projects that are spread throughout the country. Only one staff member is currently dedicated to this project and will not be able to handle the increased workload alone; the two additional National Professional Officers will assist in covering key strategic and critical activities. One of the National Professional Officers will cover implementation of the Sector Abidjan project, where the greatest concentrations of ex-combatants are located. The second National Professional Officer will assist in the management of negotiation, coordination and administration processes for all project proposals from inception to completion. The posts are under recruitment.

75. It is proposed to retain a National Professional Officer post of Logistics Officer, which has been vacant for more than four years (since July 2009). A drastic increase in the implementation of the national disarmament, demobilization and reintegration programme is expected in the 2014/15 period, and the Section will require that all authorized posts are encumbered to handle the increased logistical work involved with the disarmament, demobilization and reintegration process. The incumbent of the additional National Professional Officer post will assist the Section in all areas of logistics and coordination, including community-based reinsertion projects, which are labour-intensive and require wide geographical coverage. The post is currently under recruitment and at the interview stage.

**Security Sector Reform Section**

*International staff: increase of 1 post (redeployment of 1 P-4 post from the Disarmament, Demobilization and Reintegration Section)*

*United Nations Volunteers: increase of 1 position (reassignment of 1 United Nations Volunteer from the Communications and Public Information Section)*

76. It is proposed to redeploy a post of Security Sector Reform Officer at the P-4 level from the Disarmament, Demobilization and Reintegration Section, which will update the reporting line to the Security Sector Reform Section. Following the adoption by the Government of a national security sector reform strategy, the Section will shift its focus from providing technical support to the drafting process to delivering coordinated implementation assistance. As such, the strategic advisory role of the Section, both internal and external, including engaging with high-level national stakeholders, will be of greater importance.

77. It is also proposed to reassign one United Nations Volunteer position from the Communications and Public Information Section to perform the functions of Security Sector Reform Officer in the Section.

**Component 2: humanitarian and human rights**

78. UNOCI will continue to provide support for the promotion and protection of human rights, with special attention to grave violations and abuses committed against children and women, notably sexual and gender-based violence.

79. UNOCI will continue to advocate with national authorities for the prosecution of perpetrators of human rights violations. It will monitor that appropriate administrative disciplinary measures and the principle of command responsibility are enforced for the military, police and gendarmerie. Monitoring of police investigations and court cases related to the rights of women and children will be undertaken in order to verify compliance with international standards.

80. UNOCI will also continue to provide support to the Government, and in particular the Ministry of Family, Women and Social Affairs, in the implementation of the national strategy on combating sexual violence through joint activities and advocacy. Emphasis will be placed on enhancing access to justice for victims through direct assistance and support to State judicial institutions.

81. UNOCI will continue to provide technical assistance to the Dialogue, Truth and Reconciliation Commission and will continuously support the implementation of a national transitional justice strategy.

82. Human rights awareness-raising campaigns targeting rights holders and duty bearers will be continuously conducted. UNOCI will continue to provide technical cooperation assistance to the Ministry of Justice, Human Rights and Public Liberties, as well as to the National Commission for Human Rights, to increase their capacity to promote and protect human rights. Technical assistance will also be provided for the establishment of a human rights national action plan to integrate human rights into Government policies. Training on human rights will continue to be delivered to the police and gendarmerie with a focus on women's and children's rights.

83. In the humanitarian area, the main focus of the Operation will be on supporting the Government in its efforts to ensure the sustainability of internally displaced persons returning to their communities.

84. The joint protection of civilians strategy will facilitate, as necessary, humanitarian access and help strengthen the delivery of humanitarian assistance, notably by contributing to enhancing security for its delivery.

85. During the 2014/15 period, it is proposed to restructure component 2 in order to reflect the streamlining of human rights protection functions and the initial stages of transfer of some tasks to the United Nations country team. Preliminary results of the comparative advantages of the exercise revealed that the country team could in the near future assume some of the responsibilities of UNOCI, in particular those related to gender, child protection and HIV/AIDS.

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 2.1 Progress towards respect for human rights and accountability for human rights violations | 2.1.1 Increase in the number of investigations of human rights violations and number of reports on the human rights situation in the country issued by national and international human rights organizations operating in Côte d'Ivoire (2012/13: 10 reports; 2013/14: 25 reports; 2014/15: 30 reports) |
| | 2.1.2 Increase in the number of perpetrators of serious human rights violations who are systematically brought to the attention of the civilian and/or military judicial authorities (2012/13: 50; 2013/14: 100; 2014/15: 100) |
| | 2.1.3 Continued implementation of the national plan of action to end sexual and gender-based violence in Côte d'Ivoire |
| | 2.1.4 Issuance of the final report of the Dialogue, Truth and Reconciliation Commission, including recommendations on past human rights violations |

*Outputs*

- 2 semi-annual public reports on the general human rights situation in Côte d'Ivoire, 12 monthly reports to the Security Council Sanctions Committee and 2 thematic reports on the human rights situation in Côte d'Ivoire, 6 bimonthly reports and 1 annual report to the Security Council under the Monitoring Analysis and Reporting Arrangements pursuant to Security Council resolution 1960 (2010)

- Organization of monthly meetings with law enforcement officials at the local and national levels, FRCI Commanders and judicial authorities (both civilian and military) to address the issue of the prosecution of alleged perpetrators of human rights violations
- Organization of 36 meetings with concerned local authorities, military forces, police and gendarmerie on the prevention of sexual and gender-based violence
- Provision of technical support to the Government for a public information campaign to sensitize the public on the recommendations of the report of the Dialogue, Truth and Reconciliation Commission through the production and distribution of 1,000,000 leaflets, posters and brochures and other promotional materials; and the organization of 200 public outreach activities on the recommendations of the Commission for civil society actors and youth, religious and women's groups across the country
- Organization of 5 high-level meetings with the Ministry of Justice, Human Rights and Public Liberties to advocate for the establishment of a dedicated body in charge of the full implementation of the recommendations of the Dialogue, Truth and Reconciliation Commission on reparations to victims and institutional reforms, as well as 12 meetings with this body to follow up on the implementation of the recommendations
- Organization of human rights training sessions, including on women and children's rights, as well as international human rights standards pertaining to elections, for 3,000 elements of the defence and security forces, 50 law enforcement and judicial personnel, 300 civil society activists, 90 journalists and members of the National Human Rights Commission, 2,000 government and NGO staff, and 1,500 local authority officials and community leaders
- Conduct of 2 human rights training sessions on reporting techniques to treaty bodies for 20 human rights focal points of Ministries in collaboration with the Ministry of Justice, Human Rights and Public Liberties to encourage Côte d'Ivoire to comply with its international human rights obligations, including the rights of women and children
- Provision of technical assistance through 4 quarterly meetings with the National Human Rights Commission for the implementation of its action plan on promotion and protection activities, including the setting up of regional commissions across the country
- Monitor, verify and follow up on at least 300 reported cases of human rights violations, including grave violations committed against children, to fight impunity
- Establish at least 60 community-based child protection networks in the selected critical flash point villages, including in the West border areas, to provide early warning alerts and monitor and report grave violations
- 10 quick-impact projects to strengthen human rights

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 2.2 Improved humanitarian conditions and recovery capacities in Côte d'Ivoire | 2.2.1 The Government implements the operational coordination mechanism, the Enlarged Coordination Committee, with the aim to stabilize and effectively address residual humanitarian needs in line with the National Development Plan (number of Committee meetings: 2014/15: 6) |

*Outputs*

- Support to the Office of the United Nations High Commissioner for Refugees, the International Organization for Migration and other United Nations country team agencies, including the facilitation of humanitarian access, repatriation and delivery of assistance, particularly in Sector West where the majority of returnees, internally displaced persons and refugees are present and where vulnerable populations live, quarterly field assessment missions and the provision of logistics support as required
- 25 quick-impact projects to improve humanitarian conditions and recovery capacities

*External factors*

The Government will provide sufficient financial and human resources to the coordination mechanism. The judiciary has the capacity to impartially and equitably address the major human rights violations committed during the post-electoral crisis

Table 3
**Human resources: component 2, humanitarian and human rights**

| *Category* | | | | | | | | | *Total* |
|---|---|---|---|---|---|---|---|---|---|
| *I. Government-provided personnel* | | | | | | | | | |
| Approved 2013/14 | | | | | | | | | 8 |
| Proposed 2014/15 | | | | | | | | | 8 |
| **Net change** | | | | | | | | | – |
| | *International staff* | | | | | | | | |
| *II. Civilian staff* | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| **Human Rights Section** | | | | | | | | | |
| Approved posts 2013/14 | – | 1 | 4 | 13 | 1 | **19** | 37 | 17 | **73** |
| Proposed posts 2014/15 | – | 1 | 5 | 10 | 1 | **17** | 36 | 11 | **64** |
| **Net change** | – | – | **1** | **(3)** | – | **(2)** | **(1)** | **(6)** | **(9)** |
| **Civil Affairs Section** | | | | | | | | | |
| Approved posts 2013/14 | – | – | 4 | 4 | – | **8** | 19 | 10 | **37** |
| Proposed posts 2014/15 | – | 1 | 2 | 4 | – | **7** | 19 | 13 | **39** |
| **Net change** | – | **1** | **(2)** | – | – | **(1)** | – | **3** | **2** |
| **Child Protection Section** | | | | | | | | | |
| Approved posts 2013/14 | – | – | 1 | 1 | – | **2** | 11 | 4 | **17** |
| Proposed posts 2014/15 | – | – | – | – | – | – | – | – | – |
| **Net change** | – | – | **(1)** | **(1)** | – | **(2)** | **(11)** | **(4)** | **(17)** |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Gender Unit** | | | | | | | | | |
| Approved posts 2013/14 | – | – | 1 | 1 | – | 2 | 2 | – | 4 |
| Proposed posts 2014/15 | – | – | – | – | – | – | – | – | – |
| **Net change** | – | – | (1) | (1) | – | (2) | (2) | – | (4) |
| **HIV/AIDS Unit** | | | | | | | | | |
| Approved posts 2013/14 | – | – | 1 | – | – | 1 | 5 | 3 | 9 |
| Proposed posts 2014/15 | – | – | – | – | – | – | – | – | – |
| **Net change** | – | – | (1) | – | – | (1) | (5) | (3) | (9) |
| **Subtotal, civilian staff** | | | | | | | | | |
| Approved posts 2013/14 | – | 1 | 11 | 19 | 1 | 32 | 74 | 34 | 140 |
| Proposed posts 2014/15 | – | 2 | 7 | 14 | 1 | 24 | 55 | 24 | 103 |
| **Net change** | – | 1 | (4) | (5) | – | (8) | (19) | (10) | (37) |
| **Total (I and II)** | | | | | | | | | |
| Approved 2013/14 | | | | | | | | | 148 |
| Proposed 2014/15 | | | | | | | | | 111 |
| **Net change** | | | | | | | | | (37) |

[a] Includes National Professional Officers and national General Service staff.

*International staff: net decrease of 8 posts*

*National staff: net decrease of 19 posts*

*United Nations Volunteers: decrease of 10 positions*

**Human Rights Section**

*International staff: net decrease of 2 posts (abolishment of 2 P-3 posts, redeployment of 1 P-4 post from the Child Protection Section, reassignment of 1 P-3 post to the Joint Analysis and Operations and Embargo Monitoring Section)*

*National staff: net decrease of 1 post (abolishment of 4 National Professional Officer posts, redeployment of 5 National Professional Officer posts and 1 national General Service post from the Child Protection Section, reassignment of 1 National Professional Officer post to the Office of the Principal Deputy Special Representative of the Secretary-General for Operations and Rule of Law, reassignment of 1 National Professional Officer post to the Political Affairs Section, abolishment of 1 national General Service post)*

*United Nations Volunteers: net decrease of 6 positions (redeployment of 4 positions from the Child Protection Section, reassignment of 1 position to the Field Coordination and Inter-mission Cooperation Unit, reassignment of 5 positions to the Joint Analysis and Operations and Embargo Monitoring Section, reassignment of 3 positions to the Civil Affairs Section, reassignment of 1 position to the Political Affairs Section)*

86. In accordance with the recommendations of the civilian staffing review, it is proposed to redeploy one post of Child Protection Officer at the P-4 level, five

National Professional Officer posts of Associate Child Protection Officer, one national General Service post of Administrative Assistant and four United Nations Volunteers in the capacity of Child Protection Officers from the Child Protection Section to the Human Rights Section. In the current post-conflict context, the focus has shifted away from issues relating directly to the recruitment of child soldiers to a broader focus on children's rights. The integrity of the Child Protection Unit within the Human Rights Section will be preserved, and the direct reporting line to the Special Representative of the Secretary-General for Children and Armed Conflict will be maintained in accordance with Security Council resolution 1612 (2005).

87. During the 2014/15 period, the Human Rights Office will streamline its protection activities by integrating child protection functions and, in the context of the consolidation of field offices, by deploying its staff in strategic locations to maximize synergies with other sections and ensure proximity to the population in high-risk areas. It is therefore proposed to abolish two posts of Human Rights Officer at the P-3 level, four National Professional Officer posts of Associate Human Rights Officer, and one national General Service post of Administrative Assistant.

88. It is also proposed to reassign 13 posts to other sections as follows: one post of Human Rights Officer at the P-3 level to the Joint Analysis and Operations and Embargo Monitoring Section; one National Professional Officer post of Associate Human Rights Officer to the Political Affairs Section; one National Professional Officer post of Human Rights Officer to the Office of the Principal Deputy Special Representative of the Secretary-General (Operations and Rule of Law); a total of 10 United Nations Volunteer positions of Human Rights Officer to the Field Coordination and Inter-mission Cooperation Unit (1 position), the Civil Affairs Section (3 positions), the Political Affairs Section (1 position), and the Joint Analysis and Operations and Embargo Monitoring Section (5 positions).

89. It is proposed to retain three posts of Human Rights Officer at the P-3 level, which have been vacant for more than two years (since April 2009, August 2011 and January 2012, respectively). The three posts are designated for the Heads of Human Rights in the regional offices in Abidjan, Divo and Toulepleu. The incumbents of the posts will be responsible for planning and implementing all activities aimed at contributing to the promotion and protection of human rights in their respective regions, including such activities as monitoring and reporting, investigating of human rights violations, protecting civilians and vulnerable groups, and strengthening the capacity of regional partners. Considering the large number of human rights violations in those regions, the retention of the posts will be required to carry out the Operation's mandate. As of January 2014, all three posts were under recruitment.

**Civil Affairs Section**

*International staff: net decrease of 1 post (reassignment of 1 D-1 post from the Rule of Law Section, reassignment of 1 P-4 post to the Office of the Deputy Special Representative of the Secretary-General for Humanitarian Coordination, Recovery and Reconstruction, reassignment of 1 P-4 post to the Joint Analysis and Operations and Embargo Monitoring Section)*

*National staff: no net change (reassignment of 1 National Professional Officer from the Rule of Law Section, abolishment of 1 national General Service post)*

*United Nations Volunteers: increase of 3 positions (reassignment of 3 positions from the Human Rights Section)*

90. It is proposed to reassign one post at the D-1 level from the Rule of Law Section to the Civil Affairs Section for the Chief of Civil Affairs. The intent is to provide better support to the Special Representative of the Secretary-General in preparing UNOCI for the elections in 2015, as the functions of the post will also fulfil those of the Strategic Senior Electoral Advisor. This reassignment would enable UNOCI to commence preparations for the elections, including in following up and reporting on electoral developments and with respect to local political dynamics.

91. It is proposed to reassign one post of Civil Affairs Officer at the P-4 level to the Joint Analysis and Operations and Embargo Monitoring Section, and one post of Civil Affairs Officer/Public Finance Officer at the P-4 level to the Office of the Deputy Special Representative of the Secretary-General for Humanitarian Coordination, Recovery and Reconstruction in line with the recommendations of the civilian staffing review.

92. It is also proposed to reassign three United Nations Volunteer positions from the Human Rights Section to function as Civil Affairs Officers. In the volatile western part of the country, an additional Civil Affairs Officer will be located in Guiglo and Toulepleu, respectively, to monitor the run-up to the elections in 2015. In this respect, an enhanced field presence of the Civil Affairs Section will provide additional capacity for early warning, conflict resolution and diffusion of tensions, consolidation of reconciliation and peace efforts, and support for a conducive environment for democratic elections in 2015. The services of a third Civil Affairs Officer will be required in Abidjan to strengthen the reporting capacity, which will allow the Section to provide the senior mission leadership with timely and detailed analysis of developments on the ground. This will provide support for the good offices role of the Special Representative of the Secretary-General and feed into the Operation's early warning mechanisms, in particular those related to the protection of civilians.

93. It is proposed to reassign one National Professional Officer post from the Rule of Law Section as Civil Affairs Officer. The additional Civil Affairs Officer will be stationed in Man, which is a strategic location for civil affairs activities in Sector West. The incumbent of the post will monitor the electoral developments and local political dynamics in the run-up to the elections in 2015 and enhance the field presence in the volatile western part of the country.

94. It is furthermore proposed to abolish one national General Service post of Team Assistant. The Civil Affairs Section currently has three Administrative

Assistant posts and one Team Assistant post. The administrative workload of the Section can be absorbed within the remaining staff configuration.

**Child Protection Section**

*International staff: decrease of 2 posts (redeployment of 1 P-4 post to the Human Rights Section, abolishment of 1 P-3 post)*

*National staff: decrease of 11 posts (abolishment of 5 National Professional Officer posts, redeployment of 5 National Professional Officer posts and 1 national General Service post to the Human Rights Section)*

*United Nations Volunteers: decrease of 4 positions (redeployment to the Human Rights Section)*

95. In line with the recommendations of the civilian staffing review, it is proposed to abolish one post of Child Protection Officer at the P-3 level and five National Professional Officer posts of Associate Child Protection Officer owing to the streamlining of protection activities under the Human Rights Section and in accordance with the review of staff deployment in the field.

96. It is proposed to redeploy one post of Child Protection Officer at the P-4 level, five National Professional Officer posts of Associate Child Protection Officer, one national General Service post of Administrative Assistant, and four United Nations Volunteers positions of Child Protection Officer to the Human Rights Section. Embedding child protection functions in the Human Rights Section will provide better oversight and synergy of child protection activities.

**Gender Unit**

*International staff: decrease of 2 posts (redeployment of 1 P-5 post to the Office of the Special Representative of the Secretary-General, redeployment of 1 P-3 post to the Office of the Principal Deputy Special Representative of the Secretary-General for Operations and Rule of Law)*

*National staff: decrease of 2 posts (redeployment of 1 National Professional Officer post to the Office of the Special Representative of the Secretary-General, abolishment of 1 national General Service post)*

97. It is proposed to abolish one national General Service post of Team Assistant, since the Gender Unit will be discontinued. The activities of the Gender Unit will be covered by gender advisers, financed through the United Nations Action Fund, the United Nations Fund for Action against Sexual Violence in Conflict and through the work of entities comprising the United Nations country team that have a similar mandate (United Nations Entity for Gender Equality and the Empowerment of Women and United Nations Population Fund).

98. In accordance with the recommendations of the civilian staffing review, it is also proposed to redeploy a post of Senior Gender Affairs Officer at the P-5 level and a National Professional Officer post of Associate Gender Affairs Officer to the Office of the Special Representative of the Secretary-General. This will ensure that cross-cutting issues related to the mainstreaming of gender perspectives will be addressed in all programmatic activities of the mission.

99. It is proposed to reassign a post of Gender Affairs Officer at the P-3 level to the Office of the Principal Deputy Special Representative of the Secretary-General for Operations and Rule of Law.

**HIV/AIDS Unit**

*International staff: decrease of 1 post (redeployment of 1 P-4 post to the HIV/AIDS Unit in the support component)*

*National staff: decrease of 5 posts (abolishment of 1 National Professional Officer post and 1 national General Service post, redeployment of 2 National Professional Officer posts and 1 national General Service post to the HIV/AIDS Unit in the support component)*

*United Nations Volunteers: decrease of 3 positions (redeployment of 2 positions to the HIV/AIDS Unit in the support component, reassignment of 1 position to the Justice Section)*

100. The external programmatic activities of the HIV/AIDS Unit will be handed over to the United Nations country team and relevant partners, including the Government and NGOs. It is proposed to abolish National Professional Officer post of Associate HIV Officer and one national General Service post of Driver.

101. It is also proposed to reassign one United Nations Volunteer position of Associate HIV/AIDS Officer to the Justice Section as a Judicial Affairs Officer where enhanced capacity is required.

102. The remaining posts of the Unit, comprising one post at the P-4 level and two United Nations Volunteer positions of HIV/AIDS Officers, two National Professional Officer posts of Associate HIV/AIDS Officers, and one national General Service post of Administrative Assistant, will be redeployed to an HIV/AIDS Unit in the support component. The incumbents of the posts and positions will provide services to UNOCI personnel and prepare for the transfer of activities to the United Nations country team and local partners to preserve the United Nations investments and legacy in this area. The HIV/AIDS Unit used to have a dual purpose, an external focus that provided support to the national population, and an internal focus that provided services to UNOCI personnel. In order to prepare for the Operation's transfer of activities to the United Nations country team and in line with the recommendations of the civilian staffing review to hand over all external programmatic activities to relevant partners with capacity on the ground, including other United Nations system entities, non-governmental organizations and national Government partners, it is proposed that the HIV/AIDS Unit focus solely on internal activities such as testing, counselling, training and awareness-raising.

**Component 3: Peace consolidation**

103. During the budget period, the Operation's activities will be focused on assisting the Government, the National Assembly and other national institutions and authorities of Côte d'Ivoire in consolidating peace to promote long-term stability, including the facilitation of dialogue between all political stakeholders.

104. UNOCI will support all parties in Côte d'Ivoire, in particular political leaders, in their efforts aimed at addressing critical political and security-related issues

facing the country through inclusive and collaborative processes. To that end, the Operation will assist, by providing good offices and political facilitation in advocating for a political environment conducive to the holding of open, free, fair and transparent elections in 2015. Specific attention will be paid to encouraging the participation of women in the political process. Efforts will also be made to encourage a more equal gender balance in the public service.

105. UNOCI will continue to assist the Government by providing support through capacity-building activities and advocacy efforts for the effective redeployment of prefects and civil servants, including agents of line ministries, throughout the country. Support will also continue to be provided to regional and municipal councils. In addition, UNOCI will continue to provide support to mechanisms at the local level to prevent, mitigate or resolve conflicts, including those relating to land issues, and will prioritize efforts to promote national and community reconciliation.

106. Local, regional and national multimedia public information campaigns will be organized in support of UNOCI activities to improve the political environment, advance access to rights and enhance the security situation, particularly in the run-up to the elections. UNOCI will use awareness-raising and information tools, outreach and social mobilization activities, ONUCI FM radio, thematic programmes, the Internet and social media to carry out this support.

107. During the budget period, UNOCI will continue to provide technical assistance to the capacity-building of security sector actors. The Operation will also conduct regular sensitization campaigns addressed to local administrative authorities and civil society organizations in support of the decentralization of the security sector reform process planned for 2014.

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 3.1 Redeployment of State administration and the extension of State authority, progress towards national reconciliation and strengthened social cohesion, and enhancement of political stability | 3.1.1 Improved functioning of the Parliament by active participation of parliamentarians in debates and the adoption of laws (number of laws adopted: 2012/13: 24; 2013/14: 34; 2014/15: 20) |
| | 3.1.2 Effective and inclusive political dialogue mechanisms are established and outcomes followed up |
| | 3.1.3 Effective redeployment and functioning of local administration and law enforcement functions throughout the national territory, measured by the number of District Governors, Prefects and Sous-prefects in place (2012/13: 2 District Governors, 31 Regional Prefects, 107 Departmental Prefects, 372 Sous-Prefects; 2013/14: 14 District Governors, 31 Regional Prefects, 107 Departmental Prefects, 509 Sous-Prefects; 2014/15: 14 District Governors, 31 Regional Prefects, 107 Departmental Prefects, 509 Sous-Prefects) |

| | |
|---|---|
| | 3.1.4 The electoral framework is reformed through a new law which ensures the establishment, organization and financing of an independent electoral commission |
| | 3.1.5 Increased effectiveness of the customs sector, including through the integration of 2,000 customs agents (ex-combatants) and increased number of operational customs offices outside Abidjan (2012/13: 23 offices, 5 mobile units; 2013/14: 46 offices, 23 mobile units; 2014/15: 51 offices, 23 mobile units) |
| | 3.1.6 Number of sanctions by the media regulatory body in comparison to the post-electoral crisis period and number of factual reports in the media of all tendencies on UNOCI and its partners' contributions to the peace process |

*Outputs*

- Organization of quarterly meetings to review the implementation of the framework agreement between the United Nations country team and the parliament to assist members of parliament to effectively discharge their duties
- Organization of five forums with major political parties, other political actors and civil society to address critical issues of national concern through inclusive and collaborative approaches
- Organization of 12 high-level meetings between the Special Representative of the Secretary-General and main Ivorian stakeholders on key issues, including political reconciliation
- 2 mediation workshops to explore underlying interests and to develop mutual understanding conducive to ensure political space and rights for the opposition so it can play a constructive role and contribute towards reconciliation
- Organization of 34 sensitization workshops on encouraging dialogue and national reconciliation through 34 civil society platforms; 400 sensitization sessions on encouraging dialogue and national reconciliation organized in focus groups (civil society actors, and youth, religious and women's groups) across the country
- Provision of advice to representatives of line ministries, including weekly meetings to support local authorities to extend and re-establish effective State administration and strengthen public administration in key areas throughout the country
- Provision of training on customs regulations and procedures for 200 customs officers, in cooperation with the Ivorian Customs Authorities
- Conduct of activities in support of promoting dialogue, reconciliation and social cohesion, in particular high-risk areas, including monthly meetings with relevant stakeholders, capacity-building campaigns for 10 early-warning and sensitization committees, organization of 20 community dialogue meetings across the country to promote national reconciliation, social cohesion and community-level confidence-building, conduct of 5 workshops in support of conflict resolution and conflict management with local authorities, representatives of relevant line ministries, traditional leaders, NGOs, and civil society representatives

- Design and implementation of nationwide public information campaign in support of the mandate of UNOCI, including production and distribution of 92,000 items of printed material, such as leaflets and posters; production and distribution of promotional items carrying messages, including T-shirts, notebooks, bags, caps and pens; production of 4 radio programmes on the mandate of UNOCI; monthly radio programmes and round-table debates in support of political dialogue, national reconciliation and transitional justice; production and regular radio broadcast of 16 thematic programmes and spots; sharing of ONUCI FM ready-to-broadcast programmes with community radios and United Nations bodies; production of 24 thematic videos and 12 debates for broadcast by State television, and production of 6 thematic videos for public screenings in the field
- Organization of a total of 700 outreach activities through 20 field offices in 100 locations throughout the country including ONUCI-TOUR, school caravans, 4 United Nations days in 4 cities to exchange with local authorities, security forces, traditional leaders, religious leaders, community representatives, women's groups, youth leaders and media, in support of political dialogue and national reconciliation, security and protection of civilians, disarmament, demobilization and reintegration, rule of law, restoration of State authority, security sector reform, human rights and child protection, gender and HIV/AIDS
- Organization of 5 seminars in 5 urban locations gathering representatives of local opinion leaders, local authorities, and parliamentarians from 30 constituencies on their contribution in support of national reconciliation and consolidation of peace
- 25 quick-impact projects comprising: 20 quick-impact projects in support of reconciliation, outreach, conflict prevention and conflict resolution in conflict-prone areas of the country and 5 quick-impact projects in support of restoration of State authority

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 3.2 Progress towards the restructuring of defence and security institutions and strengthened capacity for civilian oversight and accountability mechanisms | 3.2.1 Progress is made towards the implementation of key reforms targeting the security and defence forces, in order to enable them to carry out their tasks in an efficient and professional manner<br><br>3.2.2 The national advisory and coordination body in support of security sector reform is decentralized and fully operational, and civil society and security institutions are actively engaged in coordinated implementation of security sector reform<br><br>3.2.3 Increase awareness of the population on its role in the security sector reform process through the designation of security sector reform focal points among civil society organization networks to enhance local ownership (2012/13: 1 security sector reform focal point is designated among civil society organizations in the field; 2013/14: a total of 4 security sector reform focal points among civil society organizations in the field are designated; 2014/15: a total of 6 security sector reform focal points among civil society organizations in the field are designated)<br><br>3.2.4 Development of a new draft code of military justice |

*Outputs*

- Advisory and technical assistance services on a weekly basis to the national security sector reform coordination body, including co-location of security sector reform capacity within the relevant Government structures
- 4 training sessions and two seminars organized for the Defence and Security Commission of the National Assembly and the civil society on the National Strategy on Security Sector Reform and on democratic control
- Support Government-led activities to ensure that all local decision makers (local administrative authorities, prefects) are fully informed of the National Strategy on Security Sector Reform and are capable of endorsing it at the local level, including the organization of 12 Government-led seminars addressed to local administrative authorities and civil society, in the context of the national communications strategy on security sector reform
- Provision of technical advice through at least 3 meetings with the leadership of the gendarmerie, police and security forces to advocate for the integration of more women into those entities
- Conduct an analysis of women's needs and their role in relation to security sector reform by assessing the situation in 2 police prefectures and 2 gendarmerie brigades
- Provision of technical assistance to the Government, through monthly meetings, on reforming the military justice system, including the revision of the Military Code of Procedure, in compliance with international standards of due process

*External factors*

Sustained political commitment to addressing critical national issues through democratic processes

The subregional political and security situations improve, with regional bodies fully involved in peace consolidation

Donor and national Government funds are available and continue to support reforms of the security institutions

Table 4
**Human resources: component 3, peace consolidation**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| *Civilian staff* | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| **Political Affairs Section** | | | | | | | | | |
| Approved posts 2013/14 | – | 1 | 6 | 5 | 1 | **13** | 3 | – | **16** |
| Proposed posts 2014/15 | – | 1 | 5 | 3 | 1 | **10** | 4 | 1 | **15** |
| **Net change** | – | – | **(1)** | **(2)** | – | **(3)** | **1** | **1** | **(1)** |

| Civilian staff | International staff | | | | | | National staff[a] | United Nations Volunteers | Total |
|---|---|---|---|---|---|---|---|---|---|
| | USG-ASG | D-2-D-1 | P-5-P-4 | P-3-P-2 | Field Service | Subtotal | | | |
| **Communications and Public Information Section** | | | | | | | | | |
| Approved posts 2013/14 | – | 1 | 3 | 9 | 3 | **16** | 100 | 14 | **130** |
| Proposed posts 2014/15 | – | 1 | 2 | 7 | 3 | **13** | 82 | 7 | **102** |
| **Net change** | – | – | **(1)** | **(2)** | – | **(3)** | **(18)** | **(7)** | **(28)** |
| **Total** | | | | | | | | | |
| Approved posts 2013/14 | – | 2 | 9 | 14 | 4 | **29** | 103 | 14 | **146** |
| Proposed posts 2014/15 | – | 2 | 7 | 10 | 4 | **23** | 86 | 8 | **117** |
| **Net change** | – | – | **(2)** | **(4)** | – | **(6)** | **(17)** | **(6)** | **(29)** |

[a] Includes National Professional Officers and national General Service staff.

*International staff: decrease of 6 posts*

*National staff: net decrease of 17 posts*

*United Nations Volunteers: net decrease of 6 positions*

**Political Affairs Section**

*International staff: decrease of 3 posts (redeployment of 1 P-4 post and 2 P-3 posts to the Joint Analysis and Operations and Embargo Monitoring Section)*

*National staff: increase of 1 post (reassignment of 1 National Professional Officer post from the Human Rights Section)*

*United Nations Volunteers: increase of 1 position (reassignment of 1 position from the Human Rights Section)*

108. It is proposed to reassign one National Professional Officer post from the Human Rights Section as Associate Political Affairs Officer and one United Nations Volunteer position as Reporting Officer. The vulnerability in Côte d'Ivoire is primarily political in nature, and the lack of progress on the political front continues to negatively affect efforts to advance other important priorities, including: elections; human rights; disarmament, demobilization and reintegration; security sector reform; extension of State authority; and reconciliation. For this reason, it is proposed to strengthen the capacity and profiles of the Political Affairs Section to enable it to function effectively and deliver on its mandated tasks, namely monitoring, analysing and reporting on the political situation on the ground and engaging with local stakeholders.

109. Therefore, in order to effectively carry out the Section's mandate, the national Associate Political Affairs Officers will be located in the Abidjan field office to support the regional Political Affairs Officers at the P-4 level as is the case in the regional field offices in Daloa and Bouaké. The incumbent of the post will have extensive knowledge about the Ivorian and West African context and contacts with the Ivorian stakeholders and civil society. The incumbent of the United Nations Volunteer position of Reporting Officer will be located in Abidjan headquarters in

order to support reporting and strengthen relationships with the Civil Affairs Section and other sections of the Operation to ensure that the information gathered is shared and acted upon.

110. It is proposed to redeploy one post at the P-4 level and two posts at the P-3 level of Political Affairs Officer to the Joint Analysis and Operations and Embargo Monitoring Section in accordance with the result of the civilian staffing review as explained in paragraph 51 above.

**Communications and Public Information Section**

*International staff: decrease of 3 posts (redeployment of 1 P-4 and 1 P-3 posts to the Office of the Spokesperson, abolishment of 1 P-3 post)*

*National staff: decrease of 18 posts (redeployment of 2 National Professional Officer posts and 1 national General Service post to the Office of the Spokesperson, abolishment of 14 national General Service posts, redeployment of 1 national General Service post to the Office of the Special Representative of the Secretary-General)*

*United Nations Volunteers: decrease of 7 positions (redeployment of 1 position to the Office of the Spokesperson, reassignment of 4 positions to the Office of the Special Representative of the Secretary-General, reassignment of 1 position to the Security Sector Reform Section, reassignment of 1 position to the Strategic Planning and Best Practices Unit)*

111. In the 2014/15 period, the restructured Communications and Public Information Section will focus on producing, broadcasting and publishing media products; providing high-level advice to the mission leadership on all strategic communication matters; and in the run-up to the elections in 2015 will supply the Ivorian population with objective and reliable information as an important deterrent tool by countering misinformation, rumours and spoiler actions.

112. It is therefore proposed to redeploy the Office of the Spokesperson, including the Media Monitoring and Media Relations Units, to a new unit under executive direction and management with a direct reporting line to the Special Representative of the Secretary-General. This will entail the redeployment of six posts, including one post of Spokesperson at the P-4 level, one post of Public Information Officer at the P-3 level, two National Professional Officer posts of Associate Public Information Officer, one national General Service post of Public Information Assistant, and one United Nations Volunteer position of Public Information Officer.

113. It is also proposed to reassign four United Nations Volunteer positions of Public Information Officer to the Office of the Special Representative of the Secretary-General, as recommended by the civilian staffing review.

114. In order to meet changing requirements within existing resources, it is proposed to redeploy one national General Service post of Driver to the Office of the Special Representative of the Secretary-General. It is also proposed to reassign two United Nations Volunteer positions of Public Information Officer to the Security Sector Reform Section and the Strategic Planning and Best Practices Unit, respectively.

115. It is proposed to abolish one post of Public Information Officer at the P-3 level. It has been determined that the Section can successfully perform its functions without this post.

116. It is also proposed to abolish 14 national General Service posts in the Communications and Public Information Section. Three posts of Public Information Assistant/Reporter, six posts of Public Information Assistant and two posts of Radio Production Assistant will be abolished, as a number of field offices will be reduced and other strategic offices will be structured as multimedia hubs. In addition, it is also proposed to abolish one post of Radio Production Assistant, one Cameraman Assistant post, and one Administrative Assistant post as a result of the restructuring of the workload to build synergies and reduce work redundancies.

**Component 4: law and order**

117. Under this component, the focus of UNOCI will remain on providing capacity-building support to security and law enforcement agencies through technical assistance, co-location and mentoring programmes for the police, gendarmerie, and justice and corrections officers in order to contribute to restoring their presence throughout the country and to offer support to the development of a sustainable vetting mechanism for personnel who will be absorbed into security sector institutions.

118. In close coordination with international partners, UNOCI will continue to advise the Government on administrative and operational structures for national police services and on how to instil more professional, democratic and community-oriented principles of policing of the national law enforcement agencies. With financial support from the United Nations country team and other international donors, the Operation will strengthen the operational capacities of the police and gendarmerie field units through the implementation of refurbishment and re-equipment projects. UNOCI will also continue to support the working group established by the Minister of Interior to coordinate the reform of the national police, implementation of which is expected to begin in 2014.

119. Within the framework of the West African Coast Initiative aimed at combating organized crime in the West Africa region, and jointly with UNOWA, UNOCI will advocate for and assist in establishing a Transnational Crime Unit in Côte d'Ivoire.

120. In 2014/15, UNOCI will increase its engagement at the strategic and political levels by supporting the national authorities with regard to the implementation of the National Justice and Prison Reform Strategy. In addition, UNOCI will intensify its focus on supporting the reform of the prison administration, including through efforts to ensure that its infrastructure allows for the respect of fundamental human rights.

121. The Operation's efforts to support the rapid prosecution of crimes, with special attention to violations committed against children and women, will remain important. UNOCI will continue to monitor the proceedings of domestic jurisdictions to report upon their compliance with international standards and will continue to advocate for the launching of a national debate on military justice reform.

122. UNOCI will continue to support the efforts of the Government and its partners on ensuring that the population has access to justice and on providing legal assistance to concerned populations. UNOCI will continue to support the Government to find ways to address land issues.

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 4.1 Enhanced public law and order and creation of sustainable operational capacities in the national police and the gendarmerie in Côte d'Ivoire | 4.1.1 The national police and gendarmerie units are fully operational throughout the country and have essential equipment to be able to perform their duties (2012/13: 0 out of 308; 2013/14: 100 out of 308; 2014/15: 308 out of 308) |
| | 4.1.2 Integration of sectorial plans for the reform of police and gendarmerie into a National Plan for Security Sector Reform and implementation of short-term action plans for the reform of the national law enforcement agencies |
| | 4.1.3 Reactivation by the Government of the general inspections of police and gendarmerie for increased monitoring and evaluation of quality of service provided by the law enforcement agencies to the population |

*Outputs*

- 27,375 United Nations police patrols (25 police posts x 3 patrols per day x 365 days), including at least 9,125 joint patrols with the national police and gendarmerie (25 police posts x 3 patrols per day x 365 days) in order to support the national law enforcement agencies in combating crime and protecting civilians throughout the country
- 21,900 United Nations formed police units patrols (6 units x 10 patrols x 365 days) and 400 escorts of unarmed United Nations personnel in performance of their duties within the areas of their deployment
- Daily assistance and advice to the national police in establishing an effective vetting mechanism, delivery of 1 workshop with national counterparts on the vetting process, and 2 training sessions for the general inspection of services within the police and the gendarmerie on internal monitoring, control, assessment and corrective action
- Daily assistance and advice to the national police regarding the installation of a computerized resources management system and the creation of a human resources database within the Directorate General of the National Police
- Daily assistance and advice, through co-location with national counterparts, on reorganization and re-equipment of central and regional structures of the national police and on the establishment of an integrated communication and coordination system at the national level
- Daily assistance to the national police in the development and integration of the community police concept within the national police of Côte d'Ivoire in accordance with international standards and establishment and functioning of a structure for the national coordination and combating crimes against children, women and vulnerable persons, including establishment of special investigation units within both the police and gendarmerie
- Daily assistance and advice to the national focal points in developing legal regulations for establishment of a Transnational Crime Unit within the framework of the West Africa Coast Initiative

- Development of capacities of the national forensic police services all over the country through daily assistance in crime scene management, criminal identification and archiving of criminal files
- Conduct 16 train-the-trainer sessions on human rights for 300 police and gendarmerie personnel
- 10 quick-impact projects to assist restoration of law and order

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 4.2 Reform and institutional strengthening of the judicial and corrections systems | 4.2.1 Progress in implementation by the Government of the reform plan for justice and corrections (2012/13: 10%; 2013/14: 30%; 2014/15: 60%) |
| | 4.2.2 Increase in the number of cases of human rights abuses adjudicated in compliance with national and international standards of due process (2012/13: 2; 2013/14: 20; 2014/15: 50) |
| | 4.2.3 Increase in the number of beneficiaries of free legal aid services through the 6 legal clinics established by the joint United Nations/European Union project (2012/13: 100; 2013/14: 500; 2014/15: 1,000) |
| | 4.2.4 Decrease in the number of health-related deaths in custody (2012/13: 59; 2013/14: 170; 2014/15: 100) |
| | 4.2.5 A strategic human resources management plan is adopted by all relevant government ministries |

*Outputs*

- 12 meetings with the national authorities, including the National Steering Committee for Justice Sector Reform, to assist with the implementation, monitoring and evaluation of the strategic plan for justice sector reform, including corrections; supervision of an "access to justice" project through monthly progress meetings with the signatories, and weekly technical meetings with the implementing partner managing the 6 legal clinics across the country
- Provision of technical assistance to the Government, through monthly meetings, on reforming the legal aid system, including the adoption of new legislation and monitoring of the implementation of free legal aid activities by the Ivorian Bar Association and the Ministry of Justice in Abidjan, through 5 working sessions with the legal community
- Support the Government, through the analysis of 30 items of case law, to develop a final draft policy on interpretation of the land law based on the national assessment of judicial practices and case law adjudicating land disputes
- Monitoring of 60 criminal court hearings involving prosecution of serious crimes and violation of international law perpetrated during and after the post-electoral crisis, including sexual and gender-based violence, to ascertain whether all relevant international standards pertaining to justice are being upheld, and preparation of a report for the Government on court performance and functionality, including the Military Court

- Provision of technical assistance to the prison authorities in the creation of security posts inside penitentiary facilities, including written descriptions of correctional officers' duties at each post created
- Weekly meetings with the National Prison Administration to provide advice and technical assistance on prison management and key related activities, such as training, health care and security
- Contribute to the development of training modules on gender and juvenile justice and prison management through weekly meetings with officials of the National Judicial Training Institute
- Daily mentoring activities in 13 key prisons on the effective operating practices for the management of a prison based on the respect of minimum standards and fundamental human rights
- 10 quick-impact projects to assist the strengthening of the justice and corrections sectors

*External factors*

Political will to proceed with the reform of the police and the gendarmerie

Effective cooperation between the judicial system and law enforcement agencies

The Government and Parliament will cooperate in implementing a rule-of-law reform agenda and adhere to their commitments on the reform of the police, the judiciary and the prison administration

Table 5
**Human resources: component 4, law and order**

| *Category* | ***Total*** |
|---|---|
| *I. United Nations police* | |
| Approved 2013/14 | **555** |
| Proposed 2014/15 | **555** |
| **Net change** | **–** |
| *II. Formed police units* | |
| Approved 2013/14 | **1 000** |
| Proposed 2014/15 | **1 000** |
| **Net change** | **–** |
| *III. Government-provided personnel* | |
| Approved 2013/14 | **34** |
| Proposed 2014/15 | **36** |
| **Net change** | **2** |

| *IV. Civilian staff* | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| **Office of the Police Commissioner** | | | | | | | | | |
| Approved posts 2013/14 | – | 1 | 4 | – | 2 | 7 | 8 | – | 15 |
| Proposed posts 2014/15 | – | 1 | 4 | 1 | 2 | 8 | 8 | – | 16 |
| **Net change** | – | – | – | 1 | – | 1 | – | – | 1 |
| **Rule of Law, Judiciary System and Prison Advisory Section** | | | | | | | | | |
| Approved posts 2013/14 | – | 1 | 5 | 11 | 1 | 18 | 14 | 5 | 37 |
| Proposed posts 2014/15 | – | – | – | – | – | – | – | – | – |
| **Net change** | – | (1) | (5) | (11) | (1) | (18) | (14) | (5) | (37) |
| **Corrections/Prisons Section (new)** | | | | | | | | | |
| Approved posts 2013/14 | – | – | – | – | – | – | – | – | – |
| Proposed posts 2014/15 | – | – | 2 | 3 | – | 5 | 4 | 1 | 10 |
| **Net change** | – | – | 2 | 3 | – | 5 | 4 | 1 | 10 |
| **Justice Section (new)** | | | | | | | | | |
| Approved posts 2013/14 | – | – | – | – | – | – | – | – | – |
| Proposed posts 2014/15 | – | – | 2 | 3 | 1 | 6 | 7 | 5 | 18 |
| **Net change** | – | – | 2 | 3 | 1 | 6 | 7 | 5 | 18 |
| **Subtotal, civilian staff** | | | | | | | | | |
| Approved posts 2013/14 | – | 2 | 9 | 11 | 3 | 25 | 22 | 5 | 52 |
| Proposed posts 2014/15 | – | 1 | 8 | 7 | 3 | 19 | 19 | 6 | 44 |
| **Net change** | – | (1) | (1) | (4) | – | (6) | (3) | 1 | (8) |
| **Total (I-IV)** | | | | | | | | | |
| Approved 2013/14 | | | | | | | | | 1 641 |
| Proposed 2014/15 | | | | | | | | | 1 635 |
| **Net change** | | | | | | | | | (6) |

[a] Includes National Professional Officers and national General Service staff.

*International staff: decrease of 6 posts*

*National staff: decrease of 3 posts*

*United Nations Volunteers: increase of 1 position*

*Government-provided personnel: increase of 2 posts*

**Government-provided personnel**

*Government-provided personnel: increase of 2 posts (establishment of 2 Government-provided personnel posts)*

123. It is proposed to establish two additional Government-provided personnel posts. In view of the Operation's role in supporting the Ivoirian national authorities in the conceptualization and definition of their military justice reform, two experts on military justice and military justice reform are required to fill the gap in the Operation's specific expertise and skills in this area. The incumbents of the two posts will provide technical assistance to the Government on the development, launch, and implementation of the reform, including coordination of the work of the actors involved in the reform process, as well as advising on and drafting of legislation.

**Office of the Police Commissioner**

*International staff: increase of 1 post (reassignment of 1 P-3 post from the Rule of Law Section)*

124. It is proposed to reassign a post at the P-3 level from the Rule of Law Section, the incumbent of which would act as Special Assistant in the Office of the Police Commissioner. The Special Assistant will be in charge of administrative and managerial support to the Police Commissioner. He or she will draft sensitive documentation, regular and special reports to the Department of Peacekeeping Operations in New York and to the Operation's leadership; assist the Police Commissioner in preparing for meetings, including compilation of background notes, drafting of briefings, presentations and talking points; liaise with other mission components and other counterparts; and assume overall responsibility for the coordination and functioning of the Office. The functions of the Special Assistant have been accommodated with the temporary loan of a post, and the proposed reassignment will formalize an arrangement that is of a continuing nature.

**Rule of Law Section**

*International staff: decrease of 18 posts (reassignment of 1 D-1 post to the Civil Affairs Section, redeployment of 1 P-5, 1 P-4, 3 P-3 and 1 Field Service posts to the Justice Section, redeployment of 1 P-5, 1 P-4 and 3 P-3 posts to the Corrections/Prisons Section, reassignment of 1 P-4 post and 1 P-3 post to the Field Coordination and Inter-mission Cooperation Unit, abolishment of 2 P-3 posts and 1 P-2 post, reassignment of 1 P-3 post to the Office of the Police Commissioner)*

*National staff: decrease of 14 posts (redeployment of 5 National Professional Officer posts and 2 national General Service posts to the Justice Section, reassignment of 1 National Professional Officer post to the Civil Affairs Section, abolishment of 2 national General Service posts, redeployment of 4 national General Service posts to the Corrections/Prisons Section)*

*United Nations Volunteers: decrease of 5 positions (redeployment of 4 positions to the Justice Section, reassignment of 1 position to the Corrections/Prisons Section)*

125. Rule of law activities remain critical to the peace and stability of Côte d'Ivoire, and will require engagement with the Ivorian authorities both at the political level as well as the operational and technical levels. To enhance the effectiveness of the Operation's rule of law support, it will be important to increase the operational autonomy of the justice and corrections teams. To that end, and in line with the recommendations of the civilian staffing review, it is proposed to divide the section into two distinct entities: the Corrections/Prisons Section and the Justice Section.

126. In view of the reorganization of the rule of law activities and the reduction in the number of field offices, it is proposed to abolish two posts at the P-3 level, one of Corrections Officer and the other of Judicial Affairs Officer, one post of Associate Judicial Affairs Officer at the P-2 level, and two national General Service posts, one of Driver and one of Administrative Assistant.

127. It is also proposed to reassign five posts from the Rule of Law Section to other sections as follows: one post at the D-1 level of Chief of Rule of Law Section to the Civil Affairs Section; one post of Judicial Affairs Officer at the P-4 level and one post of Corrections Officer at the P-3 level to the Field Coordination and Inter-mission Cooperation Unit; one post of Judicial Affairs Officer at the P-3 level to the Office of the Police Commissioner; and one National Professional Officer post of Judicial Affairs Officer to the Civil Affairs Section. The Rule of Law Section is able to accommodate the reduction of posts as a result of the streamlining of activities into the Justice and Corrections Sections.

128. The remaining 27 posts of the Rule of Law Section are proposed to be redeployed and reassigned to the newly established Corrections/Prisons Section (10 posts) and the Justice Section (17 posts), as outlined below.

**Corrections/Prisons Section (new)**

*International staff: increase of 5 posts (redeployment of 1 P-5, 1 P-4 and 3 P-3 posts from the Rule of Law Section)*

*National staff: increase of 4 posts (redeployment of 4 national General Service posts from the Rule of Law Section)*

*United Nations Volunteers: increase of 1 position (reassignment of 1 position from the Rule of Law Section)*

129. The newly established Corrections/Prisons Section will, in accordance with Security Council resolution 2112 (2013), support capacity-building by providing technical assistance, co-location and mentoring programmes for corrections officers, and contribute to restoring their presence throughout Côte d'Ivoire. The Section will also collect information through monitoring activities and engage in advocacy with the institutional hierarchy on identified priority issues with a view to improving the functioning of prisons and detention conditions. The Section will furthermore assist with the integration of 2,000 ex-combatants into the corrections service.

130. The operational autonomy and capacity of the Corrections/Prisons Section will be derived from the use of existing resources through the redeployment of one post of Senior Corrections Officer at the P-5 level, four posts of Corrections Officer, one at the P-4 and three at the P-3 levels, and four national General Service posts comprising one Administrative Assistant and three Team Assistants from the Rule of Law Section. Finally, one United Nations Volunteer position of Judicial Affairs Officer will be reassigned as Corrections Officer.

**Justice Section (new)**

*International staff: increase of 6 posts (redeployment of 1 P-5, 1 P-4, 3 P-3 and 1 Field Service posts from the Rule of Law Section)*

*National staff: increase of 7 posts (redeployment of 5 National Professional Officer and 2 national General Service posts from the Rule of Law Section)*

*United Nations Volunteers: increase of 5 positions (redeployment of 4 positions from the Rule of Law Section, reassignment of 1 position from the HIV/AIDS Unit)*

131. During the 2014/15 period, it is anticipated that the administration of justice will continue to face difficulties, including that of perceptions related to the independence and impartiality of the justice system and the absence of judicial statistics, as well as issues related to the funding of courts, timeliness of the legal processes, lengthy period of pretrial detention, technical quality of contested decisions, and corruption. The Justice Section will, in accordance with the mandate of Security Council resolution 2112 (2013), provide capacity-building support by providing technical assistance, co-location and mentoring programmes for Justice Officers. The fight against impunity, including prosecution and judgement of serious crimes by the domestic jurisdictions, including the Military Tribunal, will also remain a priority, and the Justice Section will monitor proceedings and report on compliance with international standards. The Section will also pursue mandated tasks with regard to the justice reform strategy, and continue to advocate for the launching of a national debate on military justice reform. The Justice Section will also continue to support the Government to find ways to address identity and land

issues, and continue to support efforts on the part of the Government and partners on the population's access to justice.

132. The operational autonomy and capacity of the newly created Justice Section will be facilitated through the use of existing resources. It is therefore proposed to redeploy from the Rule of Law Section one post of Chief Judicial Affairs Officer at the P-5 level, four posts of Judicial Affairs Officer, one at the P-4 and three at the P-3 levels, one Field Service post of Administrative Assistant, five National Professional Officer posts of Associate Judicial Affairs Officer, two national General Service posts of Legal Assistant and four United Nations Volunteer positions of Judicial Affairs Officer.

133. It is furthermore proposed to increase the capacity of the Justice Section through the reassignment of one United Nations Volunteer position from the HIV/AIDS Unit as Judicial Affairs Officer to meet an increased workload.

**Component 5: support**

134. The support component reflects the work of the Mission Support Division, the Security Section and the Conduct and Discipline Team. During the budget period, support will be provided to substantive staff through the provision of logistical, administrative and security services in support of the implementation of the Operation's mandate for the delivery of related outputs and the introduction of further service improvements, as well as the realization of efficiency gains. No new equipment is provided for in the budget proposal, except for items that are crucial to maintain security and operational readiness.

135. During the period, the Operation will further rationalize its air assets by discontinuing the use of a B-737 fixed-wing aircraft currently utilized on a cost-sharing basis with UNMIL and one MI-8 helicopter. The total number of locations will be reduced to 58. No major new construction projects will be undertaken during the budget year, while the integrated camp and logistics base at Anonkoua-Kouté (formerly Yopougon) will lead to savings on rental costs during the 2014/15 period. As the Operation begins to plan for its transition, it will train more national staff through its training programmes and place more emphasis on within-mission travel to train more staff and reduce the cost of training per staff member.

136. Efficiency measures previously implemented will continue in the areas of air fleet composition, inventory control, and travel costs for military, police and civilians. New efficiency gains proposed for the 2014/15 period include a further rationalization of air assets with the discontinuation of the B-737 fixed-wing aircraft and one MI-8 helicopter. With respect to service improvement initiatives, a more efficient fuel system will be implemented which is estimated to result in savings on vehicle fuel consumption and bulk deliveries.

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 5.1 Increased efficiency and effectiveness of logistical, administrative and security support to the Operation | 5.1.1 Completion of all infrastructure renovations and reconstruction projects for all buildings required for mission operations to meet minimum operating security standards in 58 locations |
| | 5.1.2 Reduction in the number of vehicle accidents to no more than 1.5 per 100 vehicles |
| | 5.1.3 Progress in the implementation of the enterprise resource planning system (Umoja) |
| | 5.1.4 Better control, management and accountability for vehicle and generator fuel distribution in the mission area |

*Outputs*

**Service improvements**

- Implementation of security enhancements at the Operation's 58 locations including reinforced guard towers, solar-powered security lights, closed circuit television cameras, strengthened entry controls and vehicle barriers
- Enforcement of a stricter driver testing programme complemented by driver awareness and road safety campaigns as well as penalties, including suspension and/or revocation of driving permits for violations recorded by the CarLog and penalties for failure to send vehicles for routine maintenance 300 km beyond scheduled maintenance mileage
- Monthly preparation and submission of financial reports by the tenth working day of the month. Raising of vendor invoices, generation of payments and disbursement of funds to payees within 3 working days of the receipt of completed documentation and/or receipting of goods/certification of services in Umoja
- More efficient fuel management system with the implementation of the Electronic Fuel Management System (Version 2) at both UNOCI fuel points and commercial stations

**Military, police and civilian personnel**

- Emplacement, rotation and repatriation of an average strength of 6,945 military contingent personnel, 192 military observers, 555 United Nations police officers and 1,000 formed police personnel
- Storage and supply of 900 tons of rations, 14 days of combat rations and water for military contingent and formed police personnel in 58 locations
- Administration of an average of 1,429 civilian staff, comprising 411 international staff, 796 national staff, 178 United Nations Volunteers, and 44 Government-provided personnel
- Implementation of a conduct and discipline programme for all military, police and civilian personnel including training, prevention, monitoring of misconduct cases and disciplinary action

- 7 public forums and workshops for sensitization of the Ivorian population about the standards of conduct required of UNOCI military, police and civilian personnel, notably the United Nations policy of zero tolerance of sexual exploitation and abuse
- 35 induction and train-the-trainer sessions for military contingent and formed police unit personnel, and direct training of 1,400 military and formed police unit officers and personnel on measures to prevent sexual exploitation and abuse in Abidjan, Sector West and Sector East
- Delivery of training, including 20 sessions on managerial and leadership skills for 316 personnel; 67 capacity-building sessions for 787 personnel; and 40 sessions on career development for 646 personnel; 34 induction and performance evaluation courses provided to 276 personnel; language classes in English and French to approximately 1,500 personnel; 58 training sessions on prevention of sexual exploitation and abuse to 1,214 personnel

**Facilities and infrastructure**

- Maintenance and repair of all mission premises in 58 locations
- Provision of sanitation services for all 58 premises and camps, including sewage and garbage collection and disposal
- Operation and maintenance of 33 United Nations-owned water purification plants in 22 locations
- Operation and maintenance of 290 United Nations-owned generators in 58 locations
- Storage and supply of 5.4 million litres of petrol, oil and lubricants for 290 United Nations-owned and 265 contingent-owned generators
- Maintenance and renovation of 50 km of roads and 15 airfields in 15 locations and 6 aviation fuel farm sites in 6 locations
- Operation and maintenance of 35 United Nations-owned wastewater treatment plants in 20 locations

**Ground transportation**

- Operation and maintenance of 686 United Nations-owned vehicles, including 23 armoured vehicles, through 3 workshops in 3 locations
- Supply of 3.6 million litres of petrol, oil and lubricants for ground transportation
- Operation of a daily shuttle service 7 days a week for an average of 300 United Nations personnel per day from their accommodation to work

**Air transportation**

- Operation and maintenance of 3 fixed-wing aircraft, 10 rotary-wing aircraft, including 8 military-type aircraft (of which 3 are shared with UNMIL) and an unmanned aircraft system in 6 locations (Abidjan, Bouaké, Daloa, Korohogo, Man and Yamoussoukro)
- Supply of 4.4 million litres of petrol, oil and lubricants for air operations

**Naval transportation**

- Operation and maintenance of 2 boats

**Communications**

- Support and maintenance of a satellite network consisting of 1 Earth station hub to provide voice, fax, video and data communications
- Support and maintenance of 32 very small aperture terminal systems, 51 telephone exchanges and 27 microwave links
- Support and maintenance of 634 high frequency, 107 very-high frequency (ground-to-air VHF), 3,876 ultra-high frequency (UHF) radios and 27 UHF repeaters
- Support and maintenance of 27 FM radio broadcast stations and 4 radio production facilities

**Information technology**

- Support and maintenance of 52 servers, 2,326 computing devices, 601 printers and 280 digital senders in 55 locations
- Support and maintenance of 25 local area networks (LAN) and 1 wide area network (WAN) and 1 metropolitan area network (MAN) for 2,287 users in 55 locations
- Support and maintenance of 15 wireless area networks
- Support and maintenance of 2,700 e-mail accounts and 5.0 terabytes of data backup
- Development of GIS system for providing approximately 3,500 administrative, planning and thematic maps to support policy decisions, provide situation awareness, and for operational purposes

**Medical**

- Operation and maintenance of 2 level-1 United Nations-owned clinics (Bouaké and Daloa), 1 level-I plus clinic (Sebroko/Abidjan), 22 level-I troop-contributing country clinics in 10 locations, three level-II non-national clinics in Daloa and San Pedro, 4 level-III national medical facilities in Abidjan, as well as emergency and first aid stations in all locations for mission personnel, staff of other United Nations agencies, and the local civil population in emergency cases
- Maintenance of mission-wide land and air evacuation arrangements for all United Nations locations, including to level-IV hospitals at locations in Ghana (Accra) and South Africa (Johannesburg)
- Operation and maintenance of HIV voluntary confidential counselling and testing facilities and provision of peer education covering all mission personnel

**Security**

- Provision of security services, 24 hours a day, 7 days a week, for all mission areas, including close protection for senior mission staff and visiting high-level officials
- Conduct 74 training sessions for 500 participants related to firearms, use of force, first aid, close protection and driving skills
- Conduct training sessions on security for newly appointed Area Security Coordinators and conduct tabletop evacuation and relocation drills mission-wide
- Conduct security and safety surveys, including minimum operating residential security standard surveys, to reach full compliance for all international civilian staff, United Nations Volunteers, United Nations police, military observers and military staff officers

- Conduct initial security briefing within 48 hours of arrival for newly recruited United Nations staff and their respective dependants

*External factors*

Suppliers of goods and services will be able to deliver as contracted

Table 6
**Human resources: component 5, support**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| *Civilian staff* | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| **Conduct and Discipline Team** | | | | | | | | | |
| Approved posts 2013/14 | – | – | 3 | 2 | 1 | **6** | 2 | – | **8** |
| Proposed posts 2014/15 | – | – | 2 | 2 | 1 | **5** | 2 | – | **7** |
| **Net change** | – | – | **(1)** | – | – | **(1)** | – | – | **(1)** |
| **Security Section** | | | | | | | | | |
| Approved posts 2013/14 | – | – | 1 | 6 | 60 | **67** | 101 | – | **168** |
| Proposed posts 2014/15 | – | – | 1 | 5 | 59 | **65** | 101 | – | **166** |
| **Net change** | – | – | – | **(1)** | **(1)** | **(2)** | – | – | **(2)** |
| Approved temporary positions[b] 2013/14 | – | – | – | – | – | – | 2 | – | **2** |
| Proposed temporary positions[b] 2014/15 | – | – | – | – | – | – | – | – | – |
| **Net change** | – | – | – | – | – | – | **(2)** | – | **(2)** |
| **Subtotal, Security Section** | | | | | | | | | |
| Approved 2013/14 | – | – | 1 | 6 | 60 | **67** | 103 | – | **170** |
| Proposed 2014/15 | – | – | 1 | 5 | 59 | **65** | 101 | – | **166** |
| **Net change** | – | – | – | **(1)** | **(1)** | **(2)** | **(2)** | – | **(4)** |
| **Office of the Chief, Mission Support Division** | | | | | | | | | |
| Approved posts 2013/14 | – | 1 | 5 | 2 | 4 | **12** | 9 | – | **21** |
| Proposed posts 2014/15 | – | 1 | 5 | 6 | 10 | **22** | 21 | 6 | **49** |
| **Net change** | – | – | – | **4** | **6** | **10** | **12** | **6** | **28** |
| **Administrative Services** | | | | | | | | | |
| Approved posts 2013/14 | – | – | 9 | 15 | 33 | **57** | 128 | 35 | **220** |
| Proposed posts 2014/15 | – | – | 9 | 10 | 20 | **39** | 115 | 25 | **179** |
| **Net change** | – | – | – | **(5)** | **(13)** | **(18)** | **(13)** | **(10)** | **(41)** |

| Civilian staff | International staff: USG-ASG | D-2-D-1 | P-5-P-4 | P-3-P-2 | Field Service | Subtotal | National staff[a] | United Nations Volunteers | Total |
|---|---|---|---|---|---|---|---|---|---|
| Approved temporary positions[b] 2013/14 | – | – | – | – | – | – | 7 | – | 7 |
| Proposed temporary positions[b] 2014/15 | – | – | – | – | – | – | – | – | – |
| **Net change** | – | – | – | – | – | – | (7) | – | (7) |
| **Subtotal, Administrative Services** | | | | | | | | | |
| Approved 2013/14 | – | – | 9 | 15 | 33 | 57 | 135 | 35 | 227 |
| Proposed 2014/15 | – | – | 9 | 10 | 20 | 39 | 115 | 25 | 179 |
| **Net change** | – | – | – | (5) | (13) | (18) | (20) | (10) | (48) |
| **Integrated Support Services** | | | | | | | | | |
| Approved posts 2013/14 | – | – | 10 | 28 | 124 | 162 | 343 | 78 | 583 |
| Proposed posts 2014/15 | – | – | 10 | 24 | 112 | 146 | 366 | 73 | 585 |
| **Net change** | – | – | – | (4) | (12) | (16) | 23 | (5) | 2 |
| Approved temporary positions[b] 2013/14 | – | – | – | 1 | 2 | 3 | 4 | – | 7 |
| Proposed temporary positions[b] 2014/15 | – | – | – | – | – | – | – | – | – |
| **Net change** | – | – | – | (1) | (2) | (3) | (4) | – | (7) |
| **Subtotal, Integrated Support Services** | | | | | | | | | |
| Approved 2013/14 | – | – | 10 | 29 | 126 | 165 | 347 | 78 | 590 |
| Proposed 2014/15 | – | – | 10 | 24 | 112 | 146 | 366 | 73 | 585 |
| **Net change** | – | – | – | (5) | (14) | (19) | 19 | (5) | (5) |
| **Mission Support Division** | | | | | | | | | |
| Approved posts 2013/14 | – | 1 | 24 | 45 | 161 | 231 | 480 | 113 | 824 |
| Proposed posts 2014/15 | – | 1 | 24 | 40 | 142 | 207 | 502 | 104 | 813 |
| **Net change** | – | – | – | (5) | (19) | (24) | 22 | (9) | (11) |
| Approved temporary positions[b] 2013/14 | – | – | – | 1 | 2 | 3 | 11 | – | 14 |
| Proposed temporary positions[b] 2014/15 | – | – | – | – | – | – | – | – | – |
| **Net change** | – | – | – | (1) | (2) | (3) | (11) | – | (14) |

| Civilian staff | International staff | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | USG-ASG | D-2-D-1 | P-5-P-4 | P-3-P-2 | Field Service | Subtotal | National staff[a] | United Nations Volunteers | Total |
| **Subtotal, Mission Support Division** | | | | | | | | | |
| Approved 2013/14 | – | 1 | 24 | 46 | 163 | **234** | 491 | 113 | **838** |
| Proposed 2014/15 | – | 1 | 24 | 40 | 142 | **207** | 502 | 104 | **813** |
| **Net change** | **–** | **–** | **–** | **(6)** | **(21)** | **(27)** | **11** | **(9)** | **(25)** |
| **Total posts** | | | | | | | | | |
| Approved posts 2013/14 | – | 1 | 28 | 53 | 222 | **304** | 583 | 113 | **1 000** |
| Proposed posts 2014/15 | – | 1 | 27 | 47 | 202 | **277** | 605 | 104 | **986** |
| **Net change** | **–** | **–** | **(1)** | **(6)** | **(20)** | **(27)** | **22** | **(9)** | **(14)** |
| **Total positions** | | | | | | | | | |
| Approved temporary positions[b] 2013/14 | – | – | – | 1 | 2 | **3** | 13 | – | **16** |
| Proposed temporary positions[b] 2014/15 | – | – | – | – | – | **–** | – | – | **–** |
| **Net change** | **–** | **–** | **–** | **(1)** | **(2)** | **(3)** | **(13)** | **–** | **(16)** |
| **Total** | | | | | | | | | |
| Approved 2013/14 | – | 1 | 28 | 54 | 224 | **307** | 596 | 113 | **1 016** |
| Proposed 2014/15 | – | 1 | 27 | 47 | 202 | **277** | 605 | 104 | **986** |
| **Net change** | **–** | **–** | **(1)** | **(7)** | **(22)** | **(30)** | **9** | **(9)** | **(30)** |

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.

*International staff: net decrease of 27 posts*

*National staff: net increase of 22 posts*

*United Nations Volunteers: net decrease of 9 posts*

*General temporary assistance: decrease of 16 positions*

**Conduct and Discipline Team**

*International staff: decrease of 1 post (1 P-4 post reassigned to the Office of the Legal Adviser)*

137. It is proposed to reassign one post of Conduct and Discipline Officer at the P-4 level to the Office of the Legal Adviser. The Conduct and Discipline Team can accommodate the workload with the remaining seven posts.

138. It is proposed to retain a post of Chief Conduct and Discipline Officer at the P-5 level, which has been vacant for more than two years (since September 2011). The proposed staffing would enable the Team to increase the overall efficiency and quality of cases processed through a more streamlined managerial approach, to

ensure that all reporting requirements are met and allow more preventative actions to be taken. The recruitment for the post has been initiated.

**Security Section**

*International staff: decrease of 2 posts (abolishment of 1 P-2 post and 1 Field Service post)*

*National staff: no net change (redeployment of 2 national General Service posts from the Supply Section, reassignment of 2 national General Service posts to the United Nations Volunteers Support Unit)*

*General temporary positions: decrease of 2 positions (abolishment of 2 positions)*

139. It is proposed to abolish one post of Associate Information Analyst at the P-2 level and one Field Service post of Security Officer. In the light of the proposed reconfiguration of the Operation and in line with the recommendations of the civilian staffing review, the capacity of the Security Section has been reviewed and the two posts are no longer required, as the workload of the Section can be carried out within the remaining capacity.

140. It is proposed to redeploy two national General Service posts of Driver from the Supply Section to the Security Section. There is a need for two drivers on the Special Intervention Team, which is composed of Ivoirian gendarmes and police personnel. There will be an increased number of Special Intervention Teams, which require mobility facilitated by UNOCI drivers.

141. It is proposed to reassign two national General Service posts of Radio Operator to the United Nations Volunteers Section.

142. It is proposed to abolish two national General Service positions of Security Officer funded under general temporary assistance. It has been determined that the Section can successfully perform its mandated functions with the reduced number of posts.

**Mission Support Division**

*International staff: net decrease of 24 posts*

*National staff: net increase of 22 posts*

*United Nations Volunteers: net decrease of 9 posts*

*General temporary assistance: decrease of 14 positions*

143. The Mission Support Division, comprised of the Office of the Chief of Mission Support, the Administrative Services and Integrated Support Services, provides administrative, logistical and technical support to the military, United Nations police and other civilian substantive components of UNOCI in the implementation of the Operation's mandate. The Mission Support Division is headed by the Chief of Mission Support.

**Office of the Chief of Mission Support**

*International staff: net decrease of 4 posts (abolishment of 1 P-4 post and 1 Field Service post, redeployment of 1 P-3 post and 2 Field Service posts to the Finance and Budget Section, reassignment of 1 P-3 post from the Engineering Section)*

*National staff: decrease of 1 post (redeployment of 1 national General Service post to the Finance and Budget Section, reassignment of 1 national General Service post within the Office of the Chief of Mission Support)*

144. It is proposed to reassign one post at the P-3 level from the Engineering Section to the Office of the Chief of Mission Support as Environmental Officer. In accordance with an audit recommendation, the incumbent of the post will, inter alia, ensure compliance with the 2009 Environmental Policy. This function will become increasingly important in the 2014/15 period during which sites, camps and assets will be consolidated. He or she will be responsible for: coordinating the management of environmental issues including by establishing the Operation's Environmental Management System; supporting the development and drafting of the Operation's environmental policy and objectives; undertaking environmental surveys and assessments, producing an Environmental Baseline Study and an action plan; advising and providing information on environmental issues; establishing a list of potentially hazardous installations; liaising with local authorities; investigating claims; recommending measures to mitigate environmental problems; keeping records; carry out reporting tasks; and provide briefings. The Environmental Officer will support the Operation in minimizing its environmental impact including ensuring that camps and sites returned to the local population and authorities are treated in compliance with national and international environmental standards. The reassignment will also minimize the risk of lengthy and costly disputes over the status of the sites returned.

145. It is proposed to abolish one post of Chief Budget Officer at the P-4 level. The functions of Chief Budget Officer will be absorbed by a new combined role of the Chief Finance and Budget Officer. The consolidation of functions is intended to provide for an integrated functional structure combining the leadership of the Budget Unit and the Finance Section. A closer cooperative relationship between budgetary management and financial accounting and reporting will facilitate a responsive and informed management of financial resources. This measure will also provide a more cost-effective use of staff resources and provide a basis for the further streamlining of financial processes.

146. It is also proposed to separate the Budget Unit from the immediate Office of the Chief of Mission Support and combine the Unit with the Finance Section into a new Finance and Budget Section which will report to the Chief of Mission Support. Accordingly, it is proposed to redeploy four posts from the Budget Unit to the new Finance and Budget Section, comprising one post of Budget Officer at the P-3 level, and three posts of Budget Assistant (2 Field Service posts and 1 national General Service post).

147. It is proposed to abolish one Field Service post of Administrative Assistant as a result of the automation of some administrative processes and the streamlining of others. The functions of the Administrative Assistant will be absorbed by the remaining staff.

148. Within the Office of the Chief of Mission Support, it is proposed to reassign a national General Service post from Language Assistant to Contracts Management Assistant in the Contracts Management Unit. Owing to an increase in the outsourcing of functions, there is a corresponding increased workload to manage and administer those contracts.

**Finance and Budget Section (establishment)**

*International staff: net increase of 14 posts (reassignment of 1 P-4 post from the Finance Section, redeployment of 1 P-3 post and 2 Field Service posts from the Office of the Chief of Mission Support, redeployment of 2 P-3 posts, 1 P-2 post and 8 Field Service posts from the Finance Section, conversion of 1 Field Service post to a National Professional Officer post)*

*National staff: increase of 13 posts (conversion of 1 National Professional Officer post from a Field Service post, redeployment of 1 national General Service post from the Office of the Chief of Mission Support, redeployment of 11 national General Service posts from the Finance Section)*

*United Nations Volunteers: increase of 6 positions (redeployment of 6 positions from the Finance Section)*

149. The newly created Finance and Budget Section will combine the functions previously carried out by the Budget Unit and the Finance Section, thereby creating a cooperative relationship between budgetary management and financial accounting and reporting. The consolidation of the two sections with parallel implementation of the International Public Sector Accounting Standards (IPSAS) and Umoja will provide added structural capacity and a base to realize the full benefits of revised and streamlined financial processes. The combined new Section will report directly to the Chief of Mission Support.

150. Accordingly, it is proposed to reassign the post of Chief Finance Officer at the P-4 level from the Finance Section as Chief Finance and Budget Officer in the new Finance and Budget Section. This will allow for a more cost-effective use of staff resources by combining the two posts at the P-4 level of Chief Budget Officer (abolished) and Chief Finance Officer (reassigned) into the combined new role, which will facilitate a responsive and informed management of available financial resources.

151. It is also proposed to redeploy the remaining 28 posts and positions (2 P-3 posts, 1 P-2 post, 8 Field Service posts, 11 national General Service posts and 6 United Nations Volunteer positions) from the Finance Section under the Chief of Administrative Service to the new Section under the Chief of Mission Support.

152. It is furthermore proposed to redeploy four posts from the Budget Unit to the new Finance and Budget Section comprising one post of Budget Officer at the P-3 level, two Field Service posts of Budget Assistant and one national General Service post of Budget Assistant.

153. It is proposed to convert one Field Service post of Finance Assistant to a National Professional Officer post of Associate Finance Officer in line with the Operation's interest in national capacity-building and in view of the availability of highly skilled labour on the local market.

**Administrative Services**

*International staff: net decrease of 18 posts*

*National staff: net decrease of 13 posts*

*United Nations Volunteers: net decrease of 10 positions*

*General temporary assistance: decrease of 7 positions*

**Office of the Chief of Administrative Services**

*International staff: decrease of 1 post (abolishment of 1 Field Service post)*

*National staff: increase of 1 post (reassignment of 1 national General Service post from the Engineering Section)*

*General temporary assistance: decrease of 1 position (abolishment of 1 National Professional Officer position)*

154. It is proposed to reassign one national General Service post from the Engineering Section as Administrative Assistant in the Office of the Chief of Administrative Services, where there is a temporary surge in workload owing to the implementation of Umoja and IPSAS, which will last through the 2014/15 period. The Office serves as the focal point for the implementation of Umoja and IPSAS, which has resulted in an increase in the number of administrative tasks linked to project management, in addition to normal managerial and administrative duties. This national General Service post has not been proposed as a general temporary position as the post may be retained as part of national capacity-building, while a reduction of international staff is possible once Umoja and IPSAS are fully implemented and integrated into the support processes.

155. It is proposed to abolish one Field Service post of Administrative Assistant and one temporary National Professional Officer position of Interpreter. It has been determined that the Office can successfully perform its mandated functions with the reduced number of posts.

**HIV/AIDS Unit**

*International staff: increase of 1 post (redeployment of 1 P-4 post from the HIV/AIDS Unit under component 2)*

*National staff: increase of 3 posts (redeployment of 2 National Professional Officer posts and 1 national General Service post from the HIV/AIDS Unit under component 2)*

*United Nations Volunteers: increase of 2 positions (redeployment of 2 positions from the HIV/AIDS Unit under component 2)*

156. The HIV/AIDS Unit will focus in the 2014/15 period solely on internal activities such as testing, counselling, training and awareness-raising. It is therefore proposed to redeploy one post at the P-4 level and two United Nations Volunteer positions of HIV/AIDS Officer, two National Professional Officer posts of Associate HIV/AIDS Officer, and one national General Service post of Administrative Assistant from the humanitarian and human rights component. The Unit will report to the Chief of Administrative Services. This arrangement will maximize synergies with Medical Services, Counselling and Training.

**Finance Section**

*International staff: decrease of 12 posts (reassignment of 1 P-4 post, redeployment of 2 P-3 posts, 1 P-2 post and 8 Field Service posts to the new Finance and Budget Section)*

*National staff: decrease of 11 posts (redeployment of 11 national General Service posts to the new Finance and Budget Section)*

*United Nations Volunteers: decrease of 6 positions (redeployment of 6 positions to the new Finance and Budget Section)*

157. The combined Finance and Budget Section, with a direct reporting line to the Chief of Mission Support, will integrate all the posts from the Finance Section. It is therefore proposed to reassign one post of Chief Finance Officer at the P-4 level to the new Finance and Budget Section as the Chief Finance and Budget Officer, and to redeploy the remaining 28 posts, comprising 2 P-3 posts, 1 P-2 post, 8 Field Service posts, 11 national General Service posts and 6 United Nations Volunteer positions.

**General Services Section**

*International staff: decrease of 4 posts (2 Field Service posts redeployed to the Human Resources Section, 2 Field Service posts redeployed to the Engineering Section)*

*National staff: decrease of 16 posts (abolishment of 2 national General Service posts, redeployment of 9 national General Service posts to the Engineering Section, redeployment of 5 national General Service posts to the Human Resources Section)*

*United Nations Volunteers: decrease of 3 positions (abolishment of 1 position, redeployment of 2 positions to the Engineering Section)*

*General temporary positions: decrease of 5 positions (abolishment of 5 national General Service positions)*

158. It is proposed to abolish two national General Service posts of Mail Assistant and Administrative Assistant as a result of the automation and streamlining of processes.

159. It is furthermore proposed to redeploy the posts from the Travel Unit currently in the General Services Section to the Human Resources Section to create synergy and more efficient processes. The seven posts proposed to be redeployed comprise two Field Service posts (1 Travel Assistant and 1 Information Management Assistant) and five national General Service posts (4 Travel Assistants and 1 Administrative Assistant).

160. It is proposed to abolish one United Nations Volunteer position of Receiving and Inspection Assistant. It has been determined that the General Services Section can successfully perform its mandated functions with the reduced number of posts.

161. It is proposed to redeploy 13 facilities management posts from the General Services Section to the Engineering Section in line with best practices in other missions and in an effort to streamline workflows and improve processes and communication. The streamlined workflow will shorten the time taken to complete service requests and improve the quality of the services provided to clients. The

redeployed Facilities Management Unit comprises 11 Facilities Management Assistants (2 Field Service posts, 7 national General Service posts and 2 United Nations Volunteer positions) as well as one national General Service post of Receiving and Inspection Assistant and one national General Service post of Driver.

162. It is proposed to abolish five national General Service positions of Facilities Management Assistant funded under general temporary assistance. It has been determined that the Section can successfully perform its mandated functions with the reduced number of posts.

**Counselling Unit**

*General temporary assistance: decrease of 1 position (abolishment of 1 National Professional Officer position)*

163. It is proposed to abolish one National Professional Officer position of Staff Counsellor funded under general temporary assistance. Given the reduction in the overall number of mission personnel, it has been determined that the Unit can successfully perform its mandated functions with the reduced number of posts.

**United Nations Volunteer Support Unit**

*National staff: increase of 2 posts (reassignment of 2 national General Service posts from the Security Section)*

*United Nations Volunteers: decrease of 1 position (abolishment)*

164. It is proposed to reassign two national General Service posts from the Security Section to provide day-to-day operational support as Administrative Assistants in the United Nations Volunteer Support Unit. The administrative support role has increased and also covers the dependants that have joined volunteers in Abidjan and Yamoussoukro subsequent to their designation as family duty stations. The functions of the two posts will cover entry, in-country and repatriation formalities as well as logistics support and administration of the individual files of serving and former Volunteers. With United Nations Volunteers spread throughout the 11 civilian field offices across the country, the incumbents will also be expected to participate in field monitoring visits when needed, and advise Volunteers on administrative issues and on working and living conditions. Two national General Service posts have been on loan from other offices, and this reassignment will regularize the Unit's structure.

165. It is proposed to abolish one United Nations Volunteer position of Support Officer in view of the concurrent redeployment of two national General Service staff posts of Administrative Assistant in line with the recommendation in the civilian staff review. This will further the Operation's policy of increasing national ownership and capacity-building.

**Human Resources Section**

*International staff: no net change (conversion of 1 P-2 post to National Professional Officer post, redeployment of 2 Field Service posts from the General Services Section, conversion of 1 Field Service post to national General Service post)*

*National staff: increase of 7 posts (conversion of 1 National Professional Officer post from 1 P-2 post, redeployment of 5 national General Service posts from the General Services Section, conversion of 1 national General Service post from 1 Field Service post)*

166. It is proposed to convert one post of Associate Human Resources Officer at the P-2 level to a National Professional Officer post with the same title, and to convert one Field Service post of Human Resources Assistant to one national General Service post with the same title. The nationalization of the two posts is in line with the General Assembly's request to nationalize international posts and to build national capacity, and there are available qualified candidates in the local workforce. This would allow for the transfer of some of the managerial and supervisory responsibilities to national staff and more cost-efficient use of resources.

167. It is furthermore proposed to redeploy the posts from the Travel Unit, currently under the General Services Section, to the Human Resources Section in line with recommendations of the Department of Field Support. The seven posts proposed for redeployment comprise two Field Service posts (1 Travel Assistant and 1 Information Management Assistant), and five national General Service posts (4 Travel Assistants and 1 Administrative Assistant). This redeployment would enhance the coordination and exchange of information between the two entities and improve client service.

**Integrated Mission Training Cell**

*International staff: decrease of 1 post (conversion of 1 Field Service post to a national General Service post)*

*National staff: increase of 1 post (conversion of 1 national General Service post from a Field Service post)*

168. It is proposed to convert one Field Service post of Programme Assistant to a national General Service post of Training Assistant. This is in line with the Operation's commitment to nationalize international posts, which will contribute to national capacity-building in Côte d'Ivoire and achieve financial savings.

**Medical Services Section**

*National staff: decrease of 1 post (abolishment of 1 national General Service post)*

*United Nations Volunteers: decrease of 2 positions (abolishment)*

169. It is proposed to abolish one national General Service post of Administrative Assistant and two United Nations Volunteer positions of Medical Officer and Nurse as a result of the automation of some administrative processes and the streamlining of other processes, as well as to an anticipated decrease in the Section's overall workload stemming from the decrease in the total number of UNOCI personnel in 2014/15.

**Procurement Section**

*International staff: decrease of 1 post (conversion of 1 P-2 post to 1 National Professional Officer post)*

*National staff: increase of 1 post (conversion of 1 National Professional Officer post from a P-2 post)*

170. It is proposed to convert one post of Associate Procurement Officer at the P-2 level to a National Professional Officer post with the same title in an effort to build national capacity in view of the availability of well-qualified candidates in the local market and in line with the result of the civilian staffing review.

**Integrated Support Services**

*International staff: net decrease of 16 posts*

*National staff: net increase of 23 posts*

*United Nations Volunteers: net decrease of 5 posts*

*General temporary assistance: decrease of 7 positions*

**Office of the Chief of Integrated Support Services**

*National staff: decrease of 1 post (reassignment of 1 national General Service post to the Transport Section)*

*General temporary assistance: decrease of 2 positions (abolishment of 1 P-3 position and 1 Field Service position)*

171. It is proposed to reassign one national General Service post of Administrative Assistant to the Transport Section. It has been determined that the Office can successfully perform its mandated functions with the reduced number of posts.

172. It is proposed to abolish one position of Contingent-Owned Equipment Officer at the P-3 level and one Field Service position of Contingent-Owned Equipment Assistant funded under general temporary assistance. It has been determined that the Office can successfully perform its mandated functions with the reduced number of posts.

**Communications and Information Technology Section**

*International staff: net decrease of 7 posts (redeployment of 1 P-3 post from the Engineering Section, abolishment of 3 Field Service posts, conversion of 5 Field Service posts to national General Service posts)*

*National staff: net increase of 8 posts (abolishment of 1 national General Service post, redeployment of 4 national General Service posts from the Engineering Section, conversion of 5 national General Service posts from Field Service posts)*

173. It is proposed to convert five Field Service posts comprising one Telecommunications Technician, one Telecommunications Assistant and three Information Systems Assistant to national General Service posts in the interest of developing national capacity and in view of the availability of qualified candidates in the local market, and as recommended by the civilian staffing review.

174. It is also proposed to abolish three Field Service posts of Telecommunications Assistant, Information Systems Assistant and Administrative Assistant as a result of the implementation of the correspondence management system (COMET). This system will facilitate the drafting, approving, transmittal and receipt of facsimile messages meaning that a dedicated communications centre will no longer be required.

175. It is proposed to redeploy one post of Geographic Information System (GIS) Officer at the P-3 level and four national General Service posts (3 GIS Assistants and 1 Engineering Assistant) to this Section. The administration of the GIS Unit in the Engineering Section would be transferred to the Communications and Information Technology Section where the GIS Unit will continue to perform the mandated tasks of producing GIS data and maps for the Operation. The cost centre for GIS was divided between two sections, and the proposed change will make the administration of the Unit more efficient, including in the areas of budget, staffing, training and inventory.

176. It is proposed to abolish one national General Service post of Administrative Assistant. It has been determined that the Section can successfully perform its mandated functions with the reduced number of posts.

**Engineering Section**

*International staff: net decrease of 1 post (1 P-3 post redeployed to the Communications and Information Technology Section, 1 P-3 post reassigned to the Office of the Chief of Mission Support, 2 Field Service posts redeployed from the General Services Section, 1 Field Service post converted to national General Service)*

*National staff: net increase of 5 posts (9 national General Service posts redeployed from the General Services Section, 4 national General Service posts redeployed to the Communications and Information Technology Section, reassignment of 1 national General Service post to the Office of the Chief of Administrative Services, conversion of 1 national General Service post from Field Service)*

*United Nations Volunteers: net increase of 1 position (abolishment of 1 position, redeployment of 2 positions from the General Services Section)*

*General temporary assistance: decrease of 1 position (abolishment of 1 Field Service position)*

177. It is proposed to reassign one post of Engineer at the P-3 level to the Office of the Chief of Mission Support. This will allow the Operation to meet changing requirements within existing resources, and it has been determined that the Engineering Section can successfully perform its mandated functions with the reduced number of posts.

178. It is proposed to convert one Field Service post of Warehouse Assistant to a national General Service post with the same title. There is an increased requirement in the warehousing capacity in Daloa owing to the reconfiguration of personnel in the west, and the incumbent will reinforce the current warehouse team, which currently consists of only one United Nations Volunteer position and one national General Service post. The Warehouse Assistant will be responsible for day-to-day warehouse operations. The conversion of the post from an international to a national

post will promote the capacity-building of national staff in line with the development objectives of the Operation.

179. It is proposed to redeploy 13 facilities management posts from the General Services Section to the Engineering Section in line with best practices in other missions and in an effort to streamline workflows and improve processes and communication. The improved workflow will shorten the time taken to complete service requests and improve the quality of the services provided to clients by integrating facilities management functions with related engineering and maintenance functions. The redeployed Facilities Management Unit comprises 11 Facilities Management Assistants (2 Field Service posts, 7 national General Service posts and 2 United Nations Volunteer positions) as well as one national General Service post of Receiving and Inspection Assistant and one national General Service post of Driver.

180. It is proposed to redeploy one post of Geographic Information System (GIS) Officer at the P-3 level and four national General Service posts (3 GIS Assistants and 1 Engineering Assistant) to the Communications and Information Technology Section. The administration of the GIS Unit is being transferred from the Engineering Section to the Communications and Information Technology Section, where the GIS Unit will continue to perform the mandated tasks of producing GIS data and maps for the Operation.

181. It is proposed to abolish one United Nations Volunteer position of GIS Assistant, as the post would be transferred to the Global Service Centre.

182. It is proposed to abolish one Field Service position of GIS Assistant funded under general temporary assistance. It has been determined that the Section can successfully perform its mandated functions with the reduced number of posts.

183. It is proposed to reassign one national General Service post of Heating, Ventilation and Air Conditioning Assistant to the Office of the Chief of Administrative Services. This will allow the Operation to meet changing requirements within existing resources, and it has been determined that the Section can successfully perform its mandated functions with the reduced number of posts.

**Joint Logistics Operations**

*International staff: decrease of 1 post (conversion of 1 P-3 post to National Professional Officer post)*

*National staff: net increase of 1 post (conversion of 1 National Professional Officer post from 1 P-3 post, reclassification of 2 national General Service posts to National Professional Officer posts)*

184. It is proposed to convert one post of Logistics Officer at the P-3 level to a National Professional Officer post in line with the Operation's commitment to national capacity-building. The national incumbent will perform the same functions as the international post and will perform the functions of regional Logistics Officer with responsibility for the coordination of logistics support in Sector West, including the coordination of activities, such as prioritizing work, issuing tasks, coordinating joint field visits, preparing detailed consolidated inspection reports and advising the Regional Administrative Officer on all logistics issues within the

Sector. The incumbent would also supervise one national General Service staff, one United Nations Volunteer and three assigned military staff officers.

185. It is also proposed to reclassify two national General Service posts of Logistics Assistant to National Professional Officer posts of Logistics Officer in an effort to increase national capacity. The incumbent of one of the two Logistics Officer posts would assume the duties of regional Logistics Officer in Sector Abidjan, with work duties identical to those in Sector West described above. The Logistics Officer would advise the Chief of the Joint Logistics Operations Centre on all logistics issues within Sector Abidjan. The incumbent would also supervise one Field Service post, two national General Service posts and three assigned military staff officers. It is anticipated that after one year of experience in the role of Logistics Officer in Sector Abidjan, the incumbent would have sufficient experience to allow the Field Service post within the unit to be nationalized. The other Logistics Officer would assume the role of regional Logistics Officer in Sector East with identical tasks to those mentioned above and supervise one United Nations Volunteer and three assigned military staff officers.

186. It is proposed to retain a national General Service post of Logistics Assistant which has been vacant for more than three years (since January 2011). A full-time post is required at the large integrated camp and logistics base at Anonkoua-Kouté where 900 UNOCI personnel will be located as well as a 500-man transit camp. The incumbent will be the logistics focal point and essential for the effective logistics support in the camp as well as a central point of coordination for issues within the wider scope of the Operation's integrated support services. The recruitment process has been initiated.

**Movement Control Section**

*International staff: net decrease of 1 post (reclassification of 1 post from P-2 to P-3, conversion of 1 Field Service post to a national General Service post)*

*National staff: increase of 1 post (1 national General Service post converted from a Field Service post)*

187. In the 2014/15 period, it is expected that there will be a heightened requirement for cargo movement as a result of: (a) significant reconfiguration of troops in the mission area involving repatriation of troops and an increased focus in Sector West and along the Liberian border areas; closure of military camps and several field offices; (b) the reception and consolidation of rotating troops in Daloa, Sector West; (c) transportation requirements associated with the activities of highly mobile disarmament, demobilization and reintegration camps; (d) logistics and transportation support to the rehabilitation of security, administration and rule of law institutions; (e) support to the United Nations country team in programmatic areas of joint interest; (f) the unplanned establishment of an air terminal at Man; and (g) the expected deployment of an unmanned aircraft system. These activities will place increased demand on the Section's resources to plan, manage and safely execute the concurrent tasks. The Operation will plan to achieve those requirements with the two post actions described below.

188. It is proposed to reclassify one post of Associate Movement Control Officer at the P-2 level to the post of Movement Control Officer at the P-3 level. There is a requirement for a staff member at a more senior level to serve as the Regional

Movement Control Officer in Daloa, Sector West. The management and safe fulfilment of operations in compliance with all United Nations and international safety, security and administrative regulations require an experienced resource professional to plan, execute, monitor and backstop the high volume of work and concurrent movements and activities to/from and within Sector West in connection with the rotation, redeployment, repatriation and re-supply of uniformed personnel and logistic stock, as well as to perform oversight of the new air terminal at Man.

189. It is also proposed to convert one Field Service post of Movement Control Assistant to a national General Service post in line with the Operation's commitment to national capacity-building.

**Supply Section**

*International staff: decrease of 4 posts (reassignment of 2 P-3 posts to the Air Operations Section, abolishment of 1 Field Service post, conversion of 1 Field Service post to a national General Service post)*

*National staff: net decrease of 1 post (redeployment of 2 national General Service posts to the Security Section, conversion of 1 national General Service post from a Field Service post)*

190. It is proposed to abolish one Field Service post of Supply Assistant as a result of the reduction of the military strength, which will reduce the Section's workload.

191. It is proposed to convert one Field Service post of Supply Assistant to a national General Service post in the interest of national capacity-building. The incumbent of the converted post will be involved mainly with day-to-day warehouse operations, including receipt of stock items, monitoring requisitions and verifying inventory, as well as client service and distribution.

192. In order to meet changing requirements within existing resources, it is proposed to reassign two posts of Supply Officer at the P-3 level to the Air Operations Section, where the posts would be converted into National Professional Officer posts. With the reduction in the overall number of personnel in the Operation, it has been determined that the Section will be able to accomplish its tasks with fewer staff members.

193. It is proposed to redeploy two national General Service posts of Drivers from the Supply Section to the Security Section. It has been determined that the Supply Section can successfully perform its mandated functions with the remaining capacity.

**Transport Section**

*International staff: decrease of 2 posts (abolishment of 1 Field Service post, conversion of 1 Field Service post to a national General Service post)*

*National staff: increase of 5 posts (establishment of 3 national General Service posts, reassignment of 1 national General Service post from the Office of the Chief of Integrated Support Services, conversion of 1 national General Service post from Field Service post)*

*United Nations Volunteers: decrease of 3 positions (abolishment)*

194. It is proposed to establish three national General Service posts and at the same time abolish three United Nations Volunteer positions of Transport Store Assistant in line with the recommendations of the civilian staffing review. The establishment and abolishment of the posts will maintain the Section's capacity to implement its activities, while at the same time pursuing the Operation's policy of national capacity-building.

195. It is proposed to abolish one Field Service post of Transport Assistant as a result of the reduction in the number of vehicles in the mission area, which will reduce the workload in the workshop.

196. It is proposed to convert one Field Service post of Transport Assistant to a national General Service post, which will be an opportunity to build national capacity. The functions of the post include processing of work orders and tracking of consumed spare parts to enable proper inventory management.

197. It is proposed to reassign a national General Service post from the Office of the Chief of Integrated Support Services as Driver in the Transport Section. As a result of the reduction of vehicles in the mission area, the dispatch function needs to be expanded, and there is a requirement for an additional Driver to transport approximately 300 staff members per day to and from the office, which is an essential function of the Section.

**Air Operations Section**

*International staff: no net change (reassignment of 2 P-3 posts from the Supply Section, conversion of 2 P-3 posts to National Professional Officer posts)*

*National staff: increase of 5 posts (establishment of 1 National Professional Officer post and 2 national General Service posts, conversion of 2 National Professional Officer posts from 2 P-3 posts)*

*United Nations Volunteers: decrease of 3 positions (abolishment)*

*General temporary positions: decrease of 4 positions (abolishment of 4 national General Service positions)*

198. It is proposed to establish one National Professional Officer post of Air Operations Officer and two national General Service posts of Air Operations Assistants and at the same time abolish three United Nations Volunteer positions of Air Operation Assistant in line with the recommendation in the civilian staffing review. The establishment and abolishment of the posts will maintain the Section's capacity to implement its activities while at the same time pursuing the Operation's policy of national capacity-building.

199. It is proposed to reassign two posts at the P-3 level from the Supply Section as to the Air Operations Section as Air Operations Officers and to convert the two posts into National Professional Officer posts. During the 2013/14 budget period, an additional sixth airfield facility was opened in Man to support three armed Mi-24 helicopters. Key capacity has been temporarily deployed to Man to address the increased workload, but this has left other parts of the Section understaffed. To rectify the situation and to ensure the safety and security of UNOCI air operations, additional capacity is required. With the addition of two additional National Professional Officers, the Air Operations Section will be able to carry out its mandate more effectively and efficiently and at the same time further the building of national capacity.

200. It is proposed to abolish four national General Service positions of Fire Safety Assistant funded under general temporary assistance. It has been determined that the Section can successfully perform its mandated functions with the reduced number of posts.

# II. Financial resources

## A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

| Category | Expenditures[a] (2012/13) | Apportionment[a] (2013/14) | Cost estimates (2014/15) | Variance | |
|---|---|---|---|---|---|
| | | | | Amount | Percentage |
| | (1) | (2) | (3) | (4)=(3)-(2) | (5)=(4)÷(2) |
| **Military and police personnel** | | | | | |
| Military observers | 9 602.4 | 10 063.1 | 10 129.9 | 66.8 | 0.7 |
| Military contingents | 265 958.0 | 250 306.3 | 200 321.3 | (49 985.0) | (20.0) |
| United Nations police | 22 067.0 | 27 699.4 | 27 152.7 | (546.7) | (2.0) |
| Formed police units | 31 318.2 | 28 030.7 | 27 528.3 | (502.4) | (1.8) |
| **Subtotal** | **328 945.6** | **316 099.5** | **265 132.2** | **(50 967.3)** | **(16.1)** |
| **Civilian personnel** | | | | | |
| International staff | 80 775.0 | 77 773.1 | 74 686.3 | (3 086.8) | (4.0) |
| National staff | 24 464.6 | 21 181.7 | 21 175.0 | (6.7) | (0.0) |
| United Nations Volunteers | 8 609.1 | 8 612.7 | 7 527.4 | (1 085.3) | (12.6) |
| General temporary assistance | 2 302.7 | 903.9 | – | (903.9) | (100.0) |
| Government-provided personnel | 1 731.4 | 1 764.6 | 1 835.2 | 70.6 | 4.0 |
| **Subtotal** | **117 882.8** | **110 236.0** | **105 223.9** | **(5 012.1)** | **(4.5)** |
| **Operational costs** | | | | | |
| Civilian electoral observers | – | – | – | – | – |
| Consultants | 497.7 | 431.5 | 650.0 | 218.5 | 50.6 |
| Official travel | 3 889.1 | 3 495.5 | 3 669.0 | 173.5 | 5.0 |
| Facilities and infrastructure | 40 961.6 | 40 281.5 | 35 408.5 | (4 873.0) | (12.1) |
| Ground transportation | 10 913.1 | 9 941.9 | 7 305.4 | (2 636.5) | (26.5) |
| Air transportation | 38 587.5 | 55 791.9 | 46 118.8 | (9 673.1) | (17.3) |
| Naval transportation | 4.6 | 5.9 | 6.1 | 0.2 | 3.4 |
| Communications | 6 710.9 | 8 294.1 | 7 865.6 | ( 428.5) | (5.2) |
| Information technology | 4 817.5 | 4 058.2 | 5 416.6 | 1 358.4 | 33.5 |
| Medical | 1 738.4 | 2 022.6 | 1 372.4 | (650.2) | (32.1) |
| Special equipment | – | – | – | – | – |
| Other supplies, services and equipment | 16 434.8 | 31 828.4 | 32 421.8 | 593.4 | 1.9 |
| Quick-impact projects | 1 998.4 | 2 000.0 | 2 000.0 | – | – |
| **Subtotal** | **126 553.6** | **158 151.5** | **142 234.2** | **(15 917.3)** | **(10.1)** |
| **Gross requirements** | **573 382.0** | **584 487.0** | **512 590.3** | **(71 896.7)** | **(12.3)** |
| Staff assessment income | 9 985.4 | 9 406.2 | 8 896.0 | (510.2) | (5.4) |
| **Net requirements** | **563 396.6** | **575 080.8** | **503 694.3** | **(71 386.5)** | **(12.4)** |
| Voluntary contributions in kind (budgeted) | – | – | – | – | – |
| **Total requirements** | **573 382.0** | **584 487.0** | **512 590.3** | **(71 896.7)** | **(12.3)** |

[a] Reflects the realignment of resources for government-provided personnel from the operational costs category to the civilian personnel category of expenditure, and the realignment of resources for the self-sustainment of uniformed personnel from the operational costs category to the military and police personnel category of expenditure.

## B. Non-budgeted contributions

201. The estimated value of non-budgeted contributions for the period from 1 July 2014 to 30 June 2015 is as follows:

(Thousands of United States dollars)

| *Category* | *Estimated value* |
|---|---|
| Status-of-forces agreement | 3 087.1 |
| Voluntary contributions in kind (non-budgeted) | – |
| Total | 3 087.1 |

[a] Inclusive of the estimated rental value of Government-provided facilities.

## C. Efficiency gains

202. The cost estimates for the period from 1 July 2014 to 30 June 2015 take into account the following efficiency initiatives:

(Thousands of United States dollars)

| *Category* | *Amount* | *Initiative* |
|---|---|---|
| Air transportation | 7 200.0 | The savings will be achieved through the reduction of one fixed-wing aircraft (B-737) and one helicopter (Mi-8), while the utilization rates for the remaining air fleet will be increased to meet the continued requirement for air transportation. The B-737 aircraft had been shared with UNMIL and was used for troop rotation; however, given the reduction in troop strength and the small number of troops from the West African region, it is no longer economical to retain a dedicated aircraft for this purpose. Chartered flights will be used instead, the cost of which partly offset the efficiency gain. |
| Facilities and infrastructure | 720.0 | Closure of rented premises in Abidjan leading to savings of $60,000 per month. The savings are considered in context of the new integrated camp and logistics base at Anonkoua-Kouté, as the number of locations in Abidjan will be reduced and the military accommodation will be centralized. |
| **Total** | **7 920.0** | |

## D. Vacancy factors

203. The cost estimates for the period from 1 July 2014 to 30 June 2015 take into account the following vacancy factors:

(Percentage)

| *Category* | *Actual 2012/13* | *Budgeted 2013/14* | *Projected 2014/15* |
|---|---|---|---|
| **Military and police personnel** | | | |
| Military observers | 2.1 | 1.0 | 2.0 |
| Military contingents | (6.8) | 1.0 | 2.0 |
| United Nations police | 15.9 | 8.0 | 11.0 |
| Formed police units | 0.3 | 1.0 | 1.0 |
| **Civilian personnel** | | | |
| International staff | 8.1 | 10.0 | 10.0 |
| National staff | | | |
| National Professional Officers | 13.7 | 8.0 | 12.0 |
| National General Service staff | 5.3 | 5.0 | 6.0 |
| United Nations Volunteers | 3.7 | 1.0 | 4.0 |
| Temporary positions[a] | | | |
| International staff | (50.0) | – | – |
| National staff | – | – | – |
| Government-provided personnel | 9.5 | 20.0 | 19.0 |

[a] Funded under general temporary assistance.

204. The proposed vacancy rates for the 2014/15 period take into account the actual average vacancy rates from the 2012/13 period and the period from 1 July to 31 December 2013 as well as the anticipated deployment of military and police personnel and the post changes (reductions and movements) of the Operation's civilian staffing establishment.

## E. Contingent-owned equipment: major equipment and self-sustainment

205. Requirements for the period from 1 July 2014 to 30 June 2015 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of $72,560,200 as follows:

(Thousands of United States dollars)

| *Category* | *Estimated amount* |
|---|---|
| **Major equipment** | |
| Military contingents | 35 402.5 |
| Formed police units | 5 684.2 |
| **Subtotal** | **41 086.7** |

| *Category* | *Estimated amount* |
|---|---|
| **Self-sustainment** | |
| Military contingents | 27 878.1 |
| Formed police units | 3 595.4 |
| **Subtotal** | **31 473.5** |
| **Total** | **72 560.2** |

| *Mission factors* | *Percentage* | *Effective date* | *Last review date* |
|---|---|---|---|
| **A. Applicable to mission area** | | | |
| Extreme environmental condition factor | 1.8 | 4 April 2004 | 10 February 2006 |
| Intensified operational condition factor | 1.9 | 4 April 2004 | 10 February 2006 |
| Hostile action/forced abandonment factor | 1.5 | 4 April 2004 | 10 February 2006 |
| **B. Applicable to home country** | | | |
| Incremental transportation factor | 0.0-4.25 | | |

## F. Training

206. The estimated resource requirements for training for the period from 1 July 2014 to 30 June 2015 are as follows:

(Thousands of United States dollars)

| *Category* | *Estimated amount* |
|---|---|
| Consultants | |
| Training consultants | 495.4 |
| Official travel | |
| Official travel, training | 784.0 |
| Other supplies, services and equipment | |
| Training fees, supplies and services | 389.1 |
| **Total** | **1 668.5** |

207. The number of participants planned for the period from 1 July 2014 to 30 June 2015, compared to previous periods, is as follows:

(Number of participants)

| | *International staff* | | | *National staff* | | | *Military and police personnel* | | |
|---|---|---|---|---|---|---|---|---|---|
| | *Actual 2012/13* | *Planned 2013/14* | *Proposed 2014/15* | *Actual 2012/13* | *Planned 2013/14* | *Proposed 2014/15* | *Actual 2012/13* | *Planned 2013/14* | *Proposed 2014/15* |
| Internal | 347 | 1 512 | 2 169 | 549 | 1 465 | 2 347 | 928 | 8 381 | 8 834 |
| External[a] | 100 | 109 | 138 | 50 | 32 | 66 | 2 | 12 | 15 |
| **Total** | **447** | **1 621** | **2 307** | **599** | **1 497** | **2 413** | **930** | **8 393** | **8 849** |

[a] Includes the United Nations Logistics Base at Brindisi, Italy, and outside the mission area.

208. The training strategy for the 2014/15 period aims at building the capacity of national staff to contribute to the implementation of the mandate of UNOCI and for their eventual integration into the Ivorian and/or international workforce. Training will be conducted to address skill gaps of both national and international staff through in-house training as well as external training. In-house training will be based on an assessment of the local labour market and focus on transferable skills, while staff members who benefit from external training will, in turn, train their colleagues. In order to achieve maximum cost-effectiveness, most training will be conducted within the mission area through the use of both internal and external consultants. This approach will ensure that a greater number of staff can participate in training courses, which explains the increase in the number of staff that will receive training during the 2014/15 budget period. Requalification and recertification of staff members from some sections, for example the Security Section, will be ongoing to ensure the uninterrupted operation of UNOCI activities.

## G. Disarmament, demobilization and reintegration

209. The estimated resource requirements for disarmament, demobilization and reintegration for the period 1 July 2014 to 30 June 2015 are as follows:

(Thousands of United States dollars)

| *Category* | *Estimated value* |
|---|---|
| Budget line | |
| Support for the reinsertion of ex-combatants | 16 050.0 |
| Direct operational costs for demobilization of 30,000 ex-combatants | 3 750.0 |
| 30 community-based reinsertion projects | 2 100.0 |
| Other: midterm review of the reinsertion process and seminar with the Authority for Disarmament, Demobilization and Reintegration | 140.0 |
| **Total** | **22 040.0** |

210. The Operation's role in providing support to disarmament, demobilization and reinsertion support for the demobilization of ex-combatants is reflected in outputs under expected accomplishments 1.3 and 1.4 of the results-based-budgeting

frameworks. The disarmament, demobilization and reintegration efforts in 2014/15 aim to disarm and demobilize 30,000 former combatants in Côte d'Ivoire.

211. The proposed resources include provision for the reinsertion of 30,000 former combatants, and benefits include vocational and life skills training, education, and short-term income-generating employment and safety net allowance.

212. Direct operational costs include provision for the demobilization of 30,000 ex-combatants, comprising management of food and medicine for individuals in camps.

213. A community violence reduction programme will be delivered in coordination with the Authority for Disarmament, Demobilization and Reintegration and UNDP. The aim is to deliver 30 projects to reach former combatants that are unlikely to be attracted by the standard disarmament, demobilization and reintegration programme and make reinsertion easier and encourage the handover of weapons within communities.

## H. Mine detection and mine-clearing services

214. The estimated resource requirements for mine detection and mine-clearing services for the period 1 July 2014 to 30 June 2015 are as follows:

(Thousands of United States dollars)

| *Category* | *Estimated value* |
|---|---|
| Special equipment | |
| Mine detection and mine clearing equipment | – |
| Other supplies, services and equipment | |
| Mine detection and mine-clearing services | 5 225.0 |
| Mine detection and mine-clearing supplies | – |

215. In parallel with the disarmament, demobilization and reintegration programmes, the Operation will deliver outputs related to weapons and ammunition management. In this respect, efforts will be undertaken in the following areas: (a) clearance of explosive remnants of war to improve the protection of civilians and human security; (b) safe handling and storage of weapons and ammunitions and disposal of unserviceable ones collected during disarmament, demobilization and reintegration operations and ad hoc disarmament operations to disarmament-related sites; (c) physical security and stockpile management; and (d) technical assistance to Ivorian national authorities in relation to their obligations under international disarmament laws, namely, the ECOWAS Convention on Small Arms and Light Weapons, the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction and the Convention on Cluster Munitions, to which Côte d'Ivoire is a signatory.

## I. Quick-impact projects

216. The estimated resource requirements for quick-impact projects for the period from 1 July 2014 to 30 June 2015, compared to previous periods, are as follows:

(Thousands of United States dollars)

| *Period* | *Amount* | *Number of projects* |
|---|---|---|
| 1 July 2012 to 30 June 2013 (actual) | 1 998.4 | 109 |
| 1 July 2013 to 30 June 2014 (approved) | 2 000.0 | 80 |
| 1 July 2014 to 30 June 2015 (proposed) | 2 000.0 | 80 |

217. A provision of $2.0 million is proposed for the 2014/15 period to implement 80 quick-impact projects in the following areas: outreach, reconciliation and conflict-resolution projects (20 projects); restoration of State authority (5 projects); law and order, and corrections projects in support of an impartial, credible and transparent judicial system (20 projects); promotion and protection of human rights and humanitarian conditions and recovery capacities (35 projects).

218. The implementation of quick-impact projects by UNOCI components remains critical, in particular given the proposed restructuring of the Operation in the light of its mandate. The continued implementation of quick-impact projects will facilitate understanding among the population of the Operation's adjusted focus ahead of the elections in 2015. Projects targeting priority areas will allow for the consolidation of efforts, including social cohesion and restoration of State authority.

## III. Analysis of variances[1]

219. The standard terminology applied with respect to the analysis of resource variances in this section are defined in annex I.B of the present report. The terminology used remains the same as in previous reports.

| | *Variance* | |
|---|---|---|
| **Military contingents** | ($49 985.0) | (20.0%) |

- **Mandate: reduction in strength of military contingent personnel**

220. The reduced requirements are attributable mainly to the reduction of 1,700 military contingent personnel, representing a decrease of 19.7 per cent from 8,645 in the 2013/14 period to 6,945 in the 2014/15 period, and resulting in lower requirements for reimbursements to troop-contributing Governments for troops, contingent-owned equipment and self-sustainment. In addition, a delayed deployment factor of 2.0 per cent (compared with 1.0 per cent in the 2013/14 period) has been applied to the contingent personnel cost based on the actual average delayed deployment factor of 1.8 per cent from July to December 2013. Furthermore, the provision for supplemental payment to troop-contributing

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

Governments authorized by the General Assembly for the 2013/14 period ($7 million) has not been included in the 2014/15 period.

| | *Variance* | |
|---|---|---|
| **United Nations police** | ($546.7) | (2.0%) |

**• Management: application of higher delayed deployment factor**

221. The reduced requirements are attributable mainly to the delayed deployment factor of 11 per cent in the 2014/15 period, which compares to 8 per cent in the 2013/14 period. In addition, the provision for death and disability compensation is lower based on the average actual expenditures for the 2011/12 and 2012/13 periods.

| | *Variance* | |
|---|---|---|
| **Formed police units** | ($502.4) | (1.8%) |

**• Management: reduced cost of rotation travel**

222. The reduced requirements are attributable mainly to the exclusion of a provision for supplemental payment to police-contributing countries compared with $824,400 approved in the 2013/14 period. Furthermore, lower costs of travel for emplacement, rotation, repatriation and replacement reflects the alignment of rotation of various units to reduce the number of flights.

223. The overall reduced requirements are partly offset by higher reimbursement costs to police-contributing countries for contingent-owned equipment, owing to additional tentage per unit and elimination of most unserviceability factors in line with verification reports. In addition, the cost of transportation of rations increased owing to the terms of a new contract.

| | *Variance* | |
|---|---|---|
| **International staff** | ($3 086.8) | (4.0%) |

**• Management: reduction in the international staffing establishment**

224. The reduced requirements are owing mainly to the net reduction of 34 international posts from 445 posts in the 2013/14 period to 411 posts, representing a 7.6 per cent reduction, as a result of a civilian staffing review conducted in October 2013 pursuant to General Assembly resolution 66/264. The net changes include a reduction of 1 P-4 post, 8 P-3 posts, 5 P-2 posts and 21 Field Service posts, offset by the increase of 1 P-5 post. The proposed changes will ensure that UNOCI has the appropriate number of staff in the appropriate categories, and at the locations and levels necessary to effectively implement its mandate.

225. The overall reduced requirements were partly offset by additional costs for Field Service posts as a result of the updated salary scale, which is based on actual grade level and step in UNOCI, the latest updated post adjustment multiplier and historical cost levels for common staff costs in UNOCI.

| | Variance | |
|---|---|---|
| **United Nations Volunteers** | ($1 085.3) | (12.6%) |

- **Management: reduction in the staffing establishment of United Nations Volunteers and application of higher vacancy rate**

226. The reduced requirements are attributable to the net reduction of 11 United Nations Volunteer positions from 189 approved in the 2013/14 period to 178 proposed for 2014/15, representing a 5.8 per cent reduction. Furthermore, the higher vacancy rate of 4 per cent applied in 2014/15 compares with 1 per cent in the 2013/14 period.

| | Variance | |
|---|---|---|
| **General temporary assistance** | ($903.9) | (100.0%) |

- **Management: reduction in the staffing establishment of general temporary positions**

227. The reduced requirements are attributable to the abolishment of all 16 general temporary assistance positions, comprising 3 international and 13 national positions. It has been determined that the Operation can successfully perform its mandated functions with the reduced number of posts.

| | Variance | |
|---|---|---|
| **Consultants** | $218.5 | 50.6% |

- **Management: increased inputs and outputs**

228. The increased requirements are attributable to the engagement of consultants, who will design a specific disarmament, demobilization and reintegration monitoring and evaluation system to be implemented at the field level, conduct a midterm assessment of UNOCI support to the national disarmament, demobilization and reintegration process as well as identify and develop viable community-based reinsertion projects adapted to a local context. In addition, the services of a public information consultant are required to study an exit strategy for Radio ONUCI FM, including a possible transfer to another entity, such as the Government, the United Nations country team or a non-governmental organization.

229. Furthermore, the increased requirements for training consultants are owing to a change in training practice with the aim of reducing training costs through placing an emphasis on bringing trainers to the mission area instead of sending individuals on training.

| | Variance | |
|---|---|---|
| **Official travel** | $173.5 | 5.0% |

- **Management: increased presence in the western part of the country**

230. The increased requirements are attributable to the increased presence in the western part of the country, which will entail more travel within the mission area, in particular with regard to support and maintenance work, which will be carried out by technicians who will travel from regional hubs to specific field locations. The

2014/15 budget provision is lower than the actual expenditure in the 2012/13 period; however, it is higher than the 2013/14 budget provision.

231. The overall increased requirements are partly offset by reduced costs of travel for training owing to a change in the Operation's training practice. Instead of sending individual staff members on external training, emphasis will be placed on bringing trainers to the mission area.

| | *Variance* | |
|---|---|---|
| **Facilities and infrastructure** | ($4 873.0) | (12.1%) |

- **Management: reduced inputs and outputs**

232. The reduced requirements are attributable mainly to: (a) reduced construction services, as the integrated camp and logistics base at Anonkoua-Kouté (formerly Yopougon) and security enhancement at the headquarters building will be completed in the 2013/14 period, and the construction services for the 2014/15 period have been reduced to $2.0 million for boundary walls, concrete and improvement works at various camps; (b) reduction in the cost of rental of premises, as three camps will be relocated to the Anonkoua-Kouté integrated camp and logistics base; (c) reduced requirements for prefabricated buildings, as dismantled prefabricated buildings from other camps and existing stock will supplement requirements for the 2014/15 period; and (d) reduced requirements for electricity owing to the lower number of military and civilian personnel in locations connected to the national grid as compared with the 2013/14 period.

233. The overall reduced requirements are offset in part by higher requirements for: (a) generator fuel with a provision for 5.4 million litres in the 2014/15 period as compared with 3.6 million approved for 2013/14. The budget provision is based on the actual fuel consumption in the 2012/13 period (5.4 million litres) and the reconfiguration of troops towards the west and the consumption of fuel in those camps which are not connected to the national grid; (b) security services as a result of the opening of new locations in Para and Grabo in Sector West in the 2013/14 period, which will require an increased level of security services owing to the scope of and the volatile security situation in the western part of the country; and (c) alteration and renovation services owing to the increased presence in the west and the work that will be required at camps that will be closed.

| | *Variance* | |
|---|---|---|
| **Ground transportation** | ($2 636.5) | (26.5%) |

- **Management: reduced inputs and outputs**

234. The reduced requirements are attributable to lower fuel requirements owing to the reduction of some 200 vehicles to bring the number of vehicles in line with the standard ratio and the lower number of military personnel and civilian personnel in the mission area as well as to improved monitoring of fuel allocated to vehicles.

| | *Variance* | |
|---|---|---|
| **Air transportation** | ($9 673.1) | (17.3%) |

- **Management: reduced input and same output**

235. The reduced requirements for rental and operation of aircraft and aviation fuel are attributable mainly to the discontinuation of the Operation's large fixed-wing passenger aircraft (B-737) owing to lower number of troops to be transported which make commercial charter or the use of aircraft from the Transportation and Movements Integrated Control Centre a more economical option; and a reduction of one medium-lift helicopter (Mi-8) as a result of more efficient fleet management. The reduction in the requirements for aviation fuel is also attributable to the lower price of fuel, which was reduced from $1.32 per litre in 2013/14 to $1.14 per litre in 2014/15, representing a decrease of 13.6 per cent.

| | *Variance* | |
|---|---|---|
| **Communications** | ($428.5) | (5.2%) |

- **Management: reduced acquisition of equipment**

236. The reduced requirements are attributable mainly to reduced acquisition of communications equipment as the provisions in the 2014/15 period will be limited to replacement of items that have exceeded their useful life. Also, provisions for public information equipment, supplies and maintenance are reduced in line with historical cost levels.

237. The overall reduced requirements were partly offset by additional costs owing to an allocation of indirect costs to support Umoja and other information technology systems in the field. A detailed explanation is contained in the report of the Secretary-General on the overview on the financing of United Nations peacekeeping operations for the period from 1 July 2014 to 30 June 2015 (A/68/731).

| | *Variance* | |
|---|---|---|
| **Information technology** | $1 358.4 | 33.5% |

- **Management: increased inputs and outputs**

238. The increased requirements are attributable mainly to an allocation of indirect costs to support Umoja and other information technology systems in the field. A detailed explanation is contained in the report of the Secretary-General on the overview of the financing of United Nations peacekeeping operations for the period from 1 July 2014 to 30 June 2015 (A/68/731). In addition, there is increased provision for the acquisition of network equipment, including 38 switches and 4 routers, and replacement of 320 desktop computers (as compared to 250 in the 2013/14 budget) which have exceeded their useful life.

| | Variance | |
|---|---|---|
| **Medical** | ($650.2) | (32.1%) |

- **Management: reduced inputs and outputs**

239. The reduced requirements are attributable to: (a) reduced cost of medical services owing to evacuations in line with historical levels and taking into account the reduced personnel levels in the mission; (b) the fact that the provision for acquisition of equipment was limited to the replacement of items which have passed their life expectancy, including an X-ray machine, a dry chemistry biochemical analyser and a dental chair; and (c) a reduced provision for medical supplies owing to the lower number of military and civilian personnel in the mission area.

| | Variance | |
|---|---|---|
| **Other supplies, services and equipment** | $593.4 | 1.9% |

- **Mandate: increased freight charges for the reconfiguration of troops within the mission area**

240. The increased requirements are attributable mainly to higher provisions for freight costs to cover the increased movement of United Nations-owned equipment and troops in context of the reduction and reconfiguration of the Operation's military component; and provision for activities related to disarmament, demobilization and reintegration/security sector reform involving inland transportation charges in support of the installation of prefabricated facilities for a training centre in Daloa and for mobile camps, and customs charges for the acquisition of equipment. In addition, the provision for training fees increased owing to additional training activities to train more staff.

241. The overall increased requirements are partly offset by a reduction in the provision for welfare and other equipment as the acquisitions were included during the 2013/14 period.

# IV. Actions to be taken by the General Assembly

242. **The actions to be taken by the General Assembly in connection with the financing of UNOCI are:**

(a) **Appropriation of the amount of $512,590,300 for the maintenance of the Operation for the 12-month period from 1 July 2014 to 30 June 2015;**

(b) **Assessment of the amount in paragraph (a) above at a monthly rate of $42,715,858, should the Security Council decide to continue the mandate of the Operation.**

# V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 67/271, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

## A. General Assembly

(Resolution 67/271)

| *Decision/request* | *Action taken to implement decision/request* |
|---|---|
| Encourages the Secretary-General to take into account any lessons learned from the use of unmanned aerial systems in the Democratic Republic of the Congo in the deployment of such capabilities in the United Nations Operation in Côte d'Ivoire (para. 10). | UNOCI takes note and will respond accordingly when the lessons learned are available from the use of the unmanned aircraft system in the Democratic Republic of the Congo, which commenced in December 2013. |
| Notes the significant degree of cooperation between the Operation and other United Nations presences in the region, including the framework for inter-mission cooperation with the United Nations Mission in Liberia, and encourages the Secretary-General to identify measures to further enhance and systematize cooperation among missions in the region, including in the delivery of administrative and logistics services (para. 11). | UNOCI has been providing and continues to provide administrative and logistical support as part of the regional cooperation arrangement with UNMIL, UNOWA and MINUSMA. Logistical support to UNMIL and UNOWA is primarily in the area of aviation support. In addition, during the establishment of UNOM and its transition to the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), UNOCI provided support in the areas of human resources, procurement, finance, movement control, engineering and supply. During the 2013/14 period, a service-level agreement was concluded between UNOCI and MINUSMA to formalize the back-office concept for the continued provision of some services to MINUSMA. |

## B. Advisory Committee on Administrative and Budgetary Questions

(A/67/780/Add.15)

| *Request/recommendation* | *Action taken to implement request/recommendation* |
|---|---|
| With regard to death and disability compensation, the Advisory Committee was informed that an amount of $792,000 had been paid in respect of 18 claims in the period from 1 January to 31 December 2012. The Committee was further informed that, as at 15 March 2013, 3 claims were pending. The Committee expects that all outstanding claims will be settled expeditiously (para. 9). | The Secretariat endeavours to settle all death and disability cases within a 3-month period. To this end, the Department of Field Support contacts permanent missions to the United Nations as soon as notification of casualty is received from field mission, briefs the permanent mission on the procedures to submit a death and disability claim and follows up on a monthly basis within the United Nations and with permanent missions to obtain the missing documentation to complete the file to allow settlement of death and disability claims. |

| *Request/recommendation* | *Action taken to implement request/recommendation* |
|---|---|
| By a letter dated 16 October 2012 addressed to the President of the Security Council (S/2012/772), the Secretary-General recommended deferring the reduction of the military strength of UNOCI authorized under Security Council resolution 2062 (2012) until after the submission of his special report to the Security Council on UNOCI. The Advisory Committee notes from the special report of the Secretary-General to the Security Council on UNOCI dated 28 March 2013 that his intention was to reduce the military component by at least one battalion by 31 July 2013 to a total of 8,837 military personnel, comprising 8,645 contingent personnel and 192 military observers (see S/2013/197, para. 55). From the supplementary information provided to it, the Committee notes that the deployment of military contingent personnel in UNOCI, inclusive of staff officers, totalled 9,361 as at 28 February 2013, which exceeds the authorized strength by 716 troops, or 8.3 per cent. The Committee therefore trusts that the costs incurred by the delay in the planned reduction of the military component of the Operation will be accommodated in the 2012/13 period from within approved resources (para. 12). | The costs incurred by the postponed reduction of the military strength was absorbed within approved resources through the redeployment of funds as reported in the Operation's performance report for the 2012/13 period (A/68/632).<br><br>The actual average troop strength for the 2012/13 period was 9,235 military contingents and higher than the approved strength of 8,645 military contingents. This resulted in an overexpenditure of approximately $11.7 million, which was met from within approved resources, namely, the deferral of the disarmament, demobilization and reintegration projects owing to a delay in the implementation of the national policy on disarmament, demobilization and reintegration. The military contingents were subsequently reduced through the repatriation of 850 personnel in May 2013, and the Operation's deployment level for the military was within the authorized level by the end of June 2013. |
| *Mandate and planned results* | |
| In his report, the Secretary-General indicates that UNOCI will continue to enhance regional mission cooperation with the United Nations Mission in Liberia (UNMIL), the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL), the United Nations Integrated Peacebuilding Office in Guinea-Bissau and the United Nations Office for West Africa (UNOWA) under the auspices of the United Nations West Africa Administrative Conference (A/67/777, para. 23). Upon enquiry, the Committee was informed that UNOCI is not a client mission of the Regional Service Centre in Entebbe, Uganda; however, the Regional Service Centre had provided UNOCI education grant claims verification and processing services starting in 2010. In addition, the Transportation and Movements Integrated Control Centre arranges troop rotations for UNOCI, as necessary. The Committee encourages UNOCI to continue to explore means of improving the delivery of administrative and logistics services through closer cooperation with other United Nations peacekeeping operations in the region (para. 18). | UNOCI has been providing and continues to provide administrative and logistical support as part of the regional cooperation arrangement with UNMIL, UNOWA and, more recently, MINUSMA.<br><br>Support provided to UNMIL and UNOWA includes air support, the performance of casualty evacuation flights in support of UNMIL when their aircraft is not available, transportation of cargo and personnel, and sharing of three armed helicopters (Mi-24) with UNMIL.<br><br>During its start-up phase, MINUSMA (and previously the United Nations Office in Mali) was provided with communications and information technology, supply, engineering and transport materials and equipment and movement control and aviation services on a cost-reimbursable basis. Total costs for those services as at July 2013 amounted to $5 million. During the 2013/14 period, a service-level agreement was concluded between UNOCI and MINUSMA, pursuant to which various services are provided to MINUSMA through a back office in Abidjan. |

| *Request/recommendation* | *Action taken to implement request/recommendation* |
|---|---|
| | Going forward, cooperation with other missions in the region will continue and be enhanced. It is envisaged that UNOCI will establish a military quick reaction force that will support UNMIL, as necessary. Support will be provided from the Regional Service Centre at Entebbe, Uganda, in the areas of education grant claims verification and processing, and support for troop rotations. |
| *Comments and recommendations on posts and positions* | |
| According to the Secretary-General, UNOCI will realign and streamline its mission support structure, with an emphasis on further reduction in international staff through the redeployment of staff from support to substantive areas and an increase in the proportion of national to international staff. A two-year transition plan that aims at reductions in overall staffing will be implemented, starting with the conversion of three international posts to national posts and the conversion of three international and one national temporary positions to posts during the 2013/14 budget cycle (A/67/777, para. 17). It is indicated in the report that UNOCI will nationalize 10 per cent of its international posts over two years, and that additional posts will be identified in the 2014/15 budget cycle (see A/67/777, sect. V.A). In this regard, the Advisory Committee was informed that UNOCI would propose further nationalizations of international posts after a staffing review planned for the 2013/14 period. | The proposed budget for 2014/15 provides for the nationalization of 17 international posts in the Mission Support Division, in addition to the 3 posts nationalized during the 2013/14 period. For the 2014/15 period, taking into account the recommendations of the civilian staffing review, UNOCI is also proposing to abolish 11 international posts and positions in the Mission Support Division. The ratio of international to other staff in the Mission Support Division will stand at 1:3, as compared with 2:5 in the 2013/14 period. The commitment to nationalize 10 per cent of international posts was intended for the Mission Support Division over a two-year period, and with a total of 20 posts nationalized out of 234 international posts, 8.5 per cent of international posts were nationalized. As per the recommendations of the civilian staffing review, national staff needs additional training before taking on some functions of international posts, and accordingly, the Operation's training programme for the 2014/15 period will focus on this particular area of capacity-building. Further consideration to nationalize additional posts will be given in context of the 2015/16 budget. |
| The Committee looks forward to receiving further proposals in the budget submission for 2014/15 as a result of the staffing review and as regards the nationalization of international posts (para. 27). | Overall, the Operation is proposing a net decrease of 77 civilian posts and positions. |
| *Facilities and infrastructure* | |
| The Advisory Committee was informed, upon enquiry, that a cost-benefit analysis of the construction of the integrated logistics base in Yopougon indicated that the project would reach the break-even point in approximately 4 years, allowing the Operation to save approximately $3.8 million by the end of the 2017/18 financial period. The Committee was informed that the analysis was based | The integrated camp and logistics base at Anonkoua-Kouté (formerly Yopougon) was a multi-year project that commenced in the 2011/12 period. The project included three phases, two of which are completed with the third phase ongoing. Phases one and two involved the consolidation of 8 different military contingents and formed police units at the camp and the closure of four UNOCI premises (American School, Anyama, Akouedo |

| *Request/recommendation* | *Action taken to implement request/recommendation* |
|---|---|
| on a total project cost of $16.5 million, compared to the total cost of the rental of premises of $20.3 million for 5 years at the American School, Anyama, Colas Warehouse and the Koumassi logistics base, which the Operation intends to vacate (para. 47). | and Rue de Canal). The ongoing third phase will incorporate the Operation's logistics facilities, currently located at the Koumassi and Colas locations. Presently, there are some 900 military contingent troops and formed police unit personnel living and working at the camp, and there is also a 500 man transit camp to support contingent rotations and a large helicopter landing site within the perimeter. |
| The Advisory Committee considers that the possible savings from the establishment of the integrated logistics base in Yopougon are not limited to rental costs, but may also include efficiencies due to the consolidation of the full range of logistics support services provided to UNOCI mission personnel and to police- and troop-contributing countries in the region. The Committee recommends that the Secretary-General be requested to provide comprehensive information on the projected costs, efficiencies and benefits attributable to the construction of the integrated logistics base in Yopougon in the proposed budget for the 2014/15 period (para. 48). | The total cost of the camp upon completion will be $15.3 million ($7.5 million in the 2011/12 period, $2.1 million in the 2012/13 period and $5.7 million in the 2013/14 period). Financial benefits, realized as a result of vacating other properties and no longer paying monthly rent, are estimated at $2.6 million for the 2013/14 period, $3.6 million for the 2014/15 period and $4.5 million for each year thereafter. By the end of the 2017/18 period, the cumulative savings will amount to $19.7 million and a projected savings over the period of $4.4 million.<br><br>In addition to the rental costs, there are a number of other potential savings that have yet to be quantified. For example, the military staff officers now living and working at the same camp no longer have to be transported across the city to and from work each day. Ground fuel consumption will be reduced with the consolidation of the troops in one location together with the Sector Headquarters. The location of this camp outside the city centre will reduce the mission footprint and reduce the incidence of road traffic accidents that occur mainly in the city centre. The concentration of waste water treatment plants, the connection of the camp to the local power grid and the installation of solar lighting in the camp will lessen the environmental impact. In terms of protection of United Nations personnel and facilities, the new site is easier to secure and at a reduced cost for private security services. The large helicopter landing site will allow for continuous operations and evacuation in the event of a crisis |
| From the supplementary information provided to it, the Advisory Committee notes that for 2013/14, the estimated requirements for construction services amount to $6,381,400, reflecting an increase of $5,349,700, or 518.5 per cent, compared with the apportionment of $1,031,700 for the current period. Upon request, the Committee was provided with details on the construction activities envisaged by the Operation in the 2013/14 period (para. 49). | Headquarters continues to provide effective oversight at various stages of a major construction project's life cycle. The specific stages and associated reviews occur during review of the mission budget-related submissions, local procurement authority technical clearances, procurement case submissions and subsequent recommendations of the Headquarters Committee on Contracts, as well as periodic progress monitoring of cost and schedule performance during the execution of |

| *Request/recommendation* | *Action taken to implement request/recommendation* |
| --- | --- |
| The Advisory Committee reiterates that support and oversight by Headquarters is required to ensure the effective planning and implementation of major construction projects in peacekeeping operations (see A/66/718/Add.17, para. 61). The Committee comments further on construction projects in its report on cross-cutting issues related to peacekeeping operations (A/67/780) (para. 50). | the project. Specific to UNOCI the execution of the major construction project of an integrated camp and logistics base continues to be monitored by Headquarters and currently a mid-year update on the project is being completed with details on scope, schedule and cost variances. |
| *Ground transportation* | |
| The Advisory Committee notes, from the supplementary information provided to it, that in the 2013/14 period, during which a total of 736 international civilian personnel will be deployed, it is planned that a total of 238 light passenger vehicles will be distributed among international staff, which is above the standard ratio established for peacekeeping operations. It is indicated in the proposed budget that the ratios will exceed the standard ratio in the 2013/14 period as UNOCI has recently decentralized its operations and nine additional locations have been created for substantive sections, as well as for security, military staff officers and integrated service sections. It is also indicated that the staff members deployed to the newly created outposts are assigned vehicles to perform their duties, and that therefore the standard ratios cannot be applied in some cases (see A/67/777, sect. V.B). Upon enquiry, the Committee was informed that in Abidjan, light passenger vehicles were distributed according to a specific ratio of 2.8 international personnel per vehicle, while in Sector East, the ratio is 2.4 per vehicle and in Sector West it is 2.5 per vehicle. While the Committee recognizes the need for mission personnel to have access to vehicles for the performance of their official duties, it encourages the Operation to continue to explore opportunities to achieve efficiencies in the distribution of vehicles. The Committee recommends that UNOCI be requested to review its vehicle holdings and make necessary adjustments to align its vehicle holdings with the standard ratios, and to provide relevant information in the budget proposal for the 2014/15 period, including, if applicable, justification for proposed holdings in excess of the standard ratios (para. 53). | The 2014/15 budget reflects a significant reduction in the number of light passenger vehicles in Abidjan and Yamoussoukro, which will bring the Operation's vehicle ratio below the standard ratio. |

| *Request/recommendation* | *Action taken to implement request/recommendation* |
|---|---|
| *Air transportation* | |
| The Advisory Committee notes that among its fleet of fixed-wing aircraft, the Operation has a Learjet with seating capacity of fewer than 10 people. The Committee was informed that the use of the Learjet was cost-effective in conducting medical evacuations to level IV hospitals in the region. The Committee recommends that the Operation be requested to provide comprehensive information on the use of such aircraft in UNOCI in the budget submission for 2014/15 (para. 56). | The Learjet provides the Operation with a high-speed jet aircraft that allows a fast reaction to any emergency task, especially casualty evacuation flights inside and outside the mission area, that saves time which is of essence in critical cases (12 flights were performed during the 2012/13 period, of which 6 flights were outside the mission area).<br><br>The Learjet also provides immediate support to other missions in West Africa within a short notice period (15 per cent of flight hours in 2012/13 were carried out for this purpose, including 2 casualty evacuation flights in support of UNMIL).<br><br>The Learjet can be scheduled on a regular basis on routes with thin traffic load, and at the same time remain available for any emergency flight. Adding another flight crew will allow availability 24 hours a day, seven days a week, and at the same time increase the number of hours flown, thus reducing the actual cost per flight hour. |
| *Information technology* | |
| The Advisory Committee notes, however, that, as regards national staff, the ratio of users to computer devices exceeds the standard ratios. Upon enquiry, the Committee was informed that in UNOCI national staff were assigned technical and clerical work that required a computing device, and that most correspondence is transmitted via e-mail, for which a computing device was necessary. The Committee was further informed that the Operation was better able to utilize the skills of the national staff by providing the basic computing tools, which, in turn, enhances capacity-building. While it notes the reduction in the level of acquisition of information technology equipment, the Committee recommends that the General Assembly request the Secretary-General to further reduce the Operation's computer holdings in line with the standard ratios and to provide a more detailed explanation and justification for holdings in excess of the standard ratios, if applicable, in the context of the budget proposal for the 2014/15 period. The Committee comments further on the issue of ratios for information technology equipment in its report on cross-cutting issues related to peacekeeping (A/67/780) (para. 65). | UNOCI is in compliance with the established ratios for information technology devices in the 2014/15 period with a 1:1 ratio for national staff. |

| *Request/recommendation* | *Action taken to implement request/recommendation* |
|---|---|
| *Training* | |
| Provision is made in an amount of $2,037,700 for training activities during the 2013/14 financial period, consisting of $340,800 for training consultants, $1,452,700 for travel on training and $244,200 for training fees, supplies and services (A/67/777, paras. 99-101). Paragraph 100 of the report provides information on the planned number of training participants, for both internal and external courses. The Advisory Committee notes that it is planned that 448 international staff will participate in training courses on 1,621 occasions during the 2013/14 period. The Committee recalls paragraph 22 of General Assembly resolution 66/246, in which the Assembly stressed that the largest possible share of resources provided for training purposes should be directed towards the preparation and delivery of training and that ancillary costs, including associated travel, should be minimized. The Committee also recalls the Secretary-General's learning and development policy, which establishes a minimum target of five days for professional development per year (ST/SGB/2009/9). The Committee reiterates its position that travel for training should be kept under close review and limited to the extent possible (see A/65/743, para. 135). The Committee recommends that the proposed resources for training of international staff be reduced by one third and that the Operation be requested to endeavour to implement training activities in accordance with the Secretary-General's learning and development policy from within the reduced level of resources (para. 68). | Travel for training of international staff will be closely monitored and kept at a minimum to only critical operational requirements with an emphasis on short travel distances, such as to the Regional Service Centre at Entebbe. UNOCI will focus on increasing the use of e-learning methods, videoteleconferencing and WebEx (similar to videoteleconferencing, but WebEx is individualized and accessed from any computer) to mitigate costs of travel for training. Furthermore, UNOCI will organize internal training provided by in-house expertise and local consultants. |

# Annex I

## Definitions

### A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see sect. I of the present report):

- **Post establishment**. A new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**. An approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**. An approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**. An approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**. An approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**. Three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

### B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

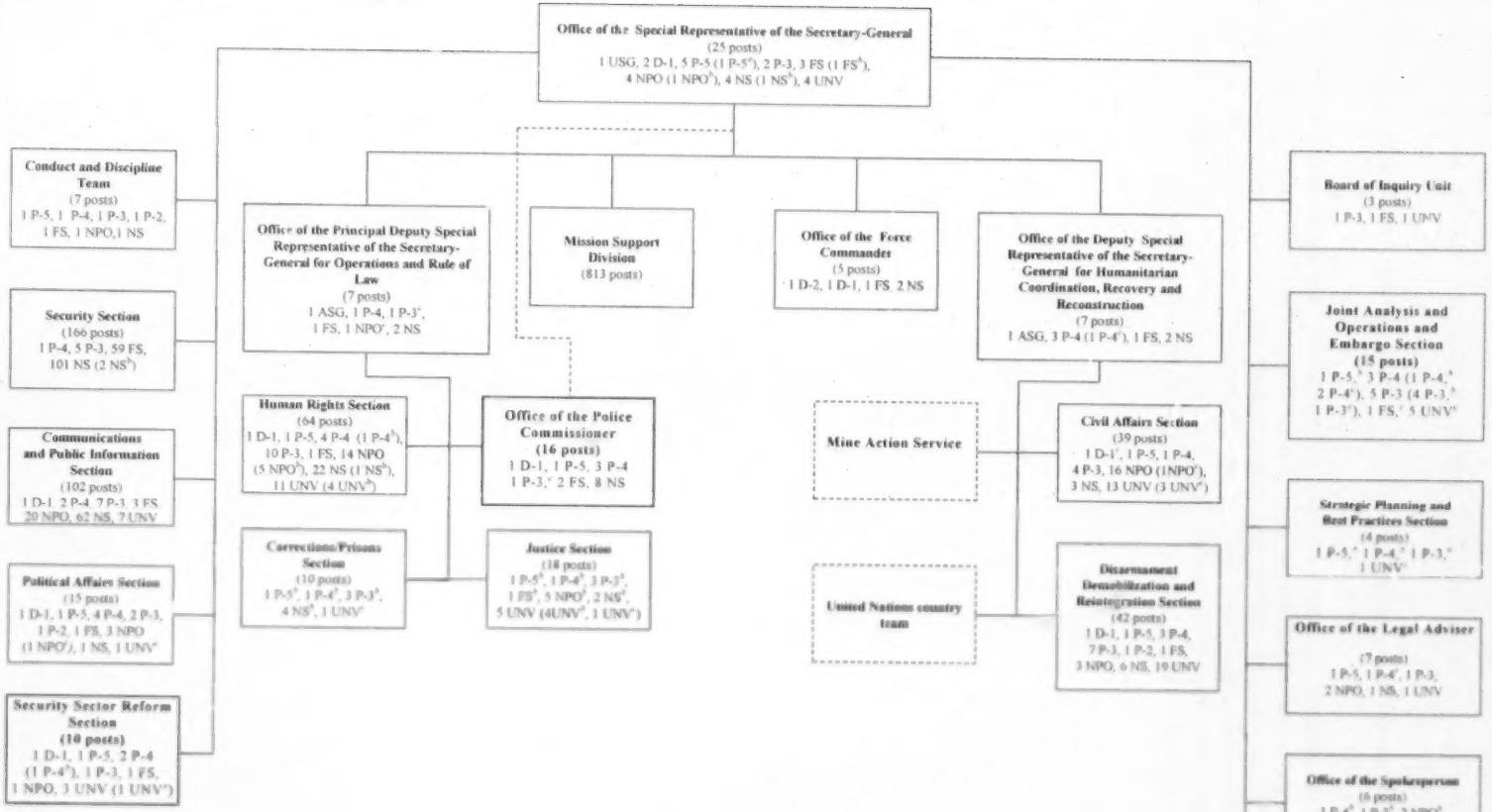
- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.

- **External**: variances caused by parties or situations external to the United Nations.
- **Cost parameters**: variances caused by United Nations regulations, rules and policies.
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g. by reprioritizing or adding certain outputs) or efficiently (e.g. by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g. by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment).

# Annex II

## Organization charts

### A. Substantive offices


Office of the Special Representative of the Secretary-General
(25 posts)
1 USG, 2 D-1, 5 P-5 (1 P-5[d]), 2 P-3, 3 FS (1 FS[b]), 4 NPO (1 NPO[b]), 4 NS (1 NS[b]), 4 UNV
Conduct and Discipline Team
(7 posts)
1 P-5, 1 P-4, 1 P-3, 1 P-2, 1 FS, 1 NPO,1 NS
Security Section
(166 posts)
1 P-4, 5 P-3, 59 FS, 101 NS (2 NS[b])
Communications and Public Information Section
(102 posts)
1 D-1, 2 P-4, 7 P-3, 3 FS, 20 NPO, 62 NS, 7 UNV
Political Affairs Section
(15 posts)
1 D-1, 1 P-5, 4 P-4, 2 P-3, 1 P-2, 1 FS, 3 NPO (1 NPO[c]), 1 NS, 1 UNV[a]
Security Sector Reform Section
(10 posts)
1 D-1, 1 P-5, 2 P-4 (1 P-4[b]), 1 P-3, 1 FS, 1 NPO, 3 UNV (1 UNV[a])
Office of the Principal Deputy Special Representative of the Secretary-General for Operations and Rule of Law
(7 posts)
1 ASG, 1 P-4, 1 P-3[c], 1 FS, 1 NPO[c], 2 NS
Mission Support Division
(813 posts)
Office of the Force Commander
(5 posts)
1 D-2, 1 D-1, 1 FS, 2 NS
Office of the Deputy Special Representative of the Secretary-General for Humanitarian Coordination, Recovery and Reconstruction
(7 posts)
1 ASG, 3 P-4 (1 P-4[c]), 1 FS, 2 NS
Human Rights Section
(64 posts)
1 D-1, 1 P-5, 4 P-4 (1 P-4[b]), 10 P-3, 1 FS, 14 NPO (5 NPO[b]), 22 NS (1 NS[b]), 11 UNV (4 UNV[b])
Office of the Police Commissioner
(16 posts)
1 D-1, 1 P-5, 3 P-4, 1 P-3,[c] 2 FS, 8 NS
Corrections/Prisons Section
(10 posts)
1 P-5[b], 1 P-4[b], 3 P-3[b], 4 NS[b], 1 UNV[c]
Justice Section
(18 posts)
1 P-5[b], 1 P-4[b], 3 P-3[b], 1 FS[b], 5 NPO[b], 2 NS[b], 5 UNV (4UNV[b], 1 UNV[c])
Mine Action Service
United Nations country team
Civil Affairs Section
(39 posts)
1 D-1[c], 1 P-5, 1 P-4, 4 P-3, 16 NPO (1NPO[c]), 3 NS, 13 UNV (3 UNV[a])
Disarmament Demobilization and Reintegration Section
(42 posts)
1 D-1, 1 P-5, 3 P-4, 7 P-3, 1 P-2, 1 FS, 3 NPO, 6 NS, 10 UNV
Board of Inquiry Unit
(3 posts)
1 P-3, 1 FS, 1 UNV
Joint Analysis and Operations and Embargo Section
(15 posts)
1 P-5,[b] 3 P-4 (1 P-4,[b] 2 P-4[c]), 5 P-3 (4 P-3,[b] 1 P-3[c]), 1 FS,[c] 5 UNV[a]
Strategic Planning and Best Practices Section
(4 posts)
1 P-5,[c] 1 P-4,[c] 1 P-3,[c] 1 UNV[c]
Office of the Legal Adviser
(7 posts)
1 P-5, 1 P-4[c], 1 P-3, 2 NPO, 1 NS, 1 UNV
Office of the Spokesperson
(6 posts)
1 P-4[b], 1 P-3[b], 2 NPO[b], 1 NS[b], 1 UNV[b]
Field Coordination and Inter-mission Cooperation Unit
(4 posts)
1 P-5[c], 1 P-4[c], 1 P-3[c], 1 UNV[c]

*Abbreviations*: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NS, national General Service; SS, Security Service; UNV, United Nations Volunteer.

[a] New post.

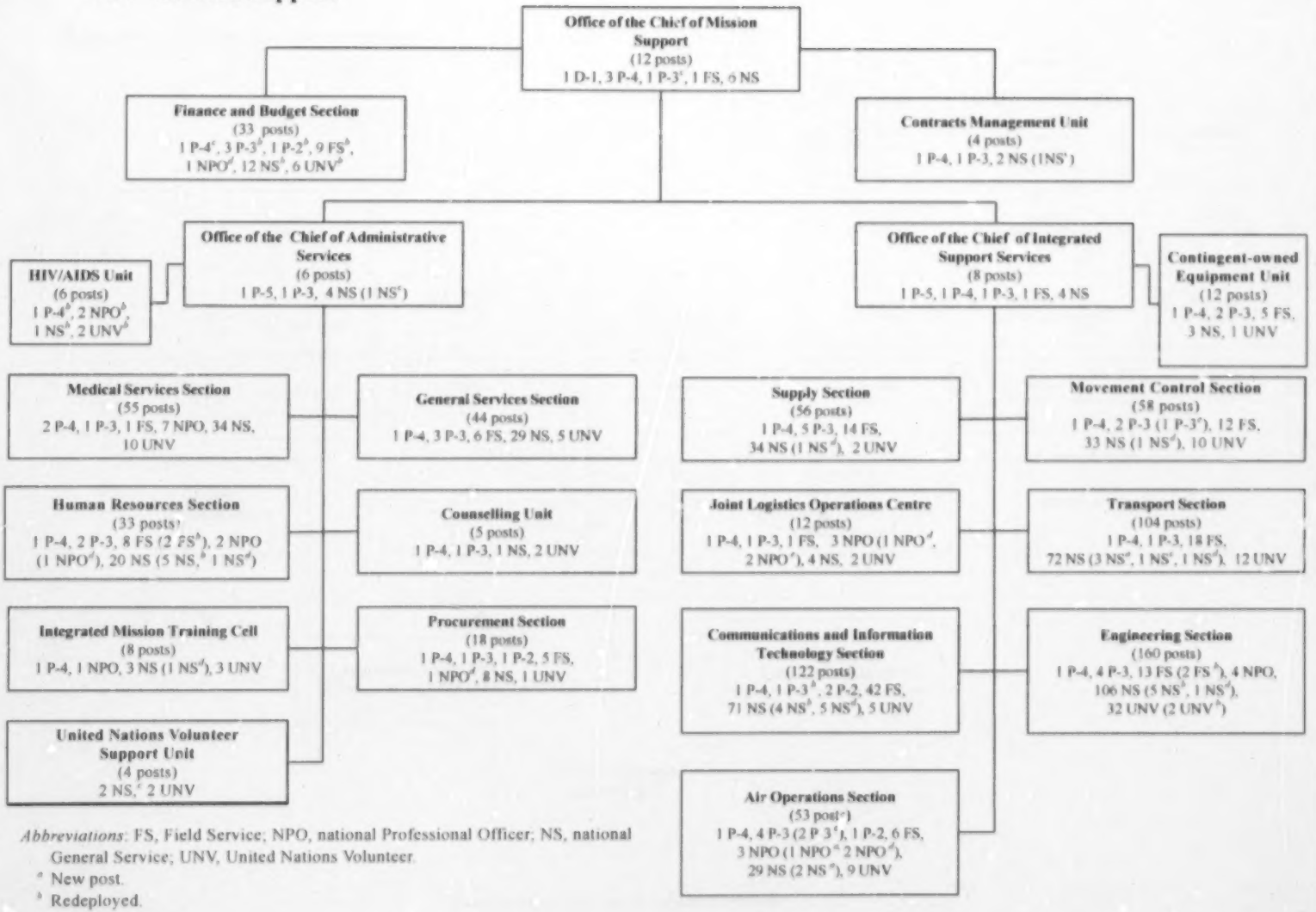
[b] Redeployed.

[c] Reassigned.

[d] Converted.

[e] Reclassified.

## B. Mission support


Office of the Chief of Mission Support
(12 posts)
1 D-1, 3 P-4, 1 P-3[c], 1 FS, 6 NS
Finance and Budget Section
(33 posts)
1 P-4[c], 3 P-3[b], 1 P-2[b], 9 FS[b], 1 NPO[d], 12 NS[b], 6 UNV[b]
Contracts Management Unit
(4 posts)
1 P-4, 1 P-3, 2 NS (1 NS[c])
Office of the Chief of Administrative Services
(6 posts)
1 P-5, 1 P-3, 4 NS (1 NS[c])
HIV/AIDS Unit
(6 posts)
1 P-4[b], 2 NPO[b], 1 NS[b], 2 UNV[b]
Office of the Chief of Integrated Support Services
(8 posts)
1 P-5, 1 P-4, 1 P-3, 1 FS, 4 NS
Contingent-owned Equipment Unit
(12 posts)
1 P-4, 2 P-3, 5 FS, 3 NS, 1 UNV
Medical Services Section
(55 posts)
2 P-4, 1 P-3, 1 FS, 7 NPO, 34 NS, 10 UNV
General Services Section
(44 posts)
1 P-4, 3 P-3, 6 FS, 29 NS, 5 UNV
Supply Section
(56 posts)
1 P-4, 5 P-3, 14 FS, 34 NS (1 NS[d]), 2 UNV
Movement Control Section
(58 posts)
1 P-4, 2 P-3 (1 P-3[c]), 12 FS, 33 NS (1 NS[d]), 10 UNV
Human Resources Section
(33 posts)
1 P-4, 2 P-3, 8 FS (2 FS[b]), 2 NPO (1 NPO[d]), 20 NS (5 NS,[b] 1 NS[d])
Counselling Unit
(5 posts)
1 P-4, 1 P-3, 1 NS, 2 UNV
Joint Logistics Operations Centre
(12 posts)
1 P-4, 1 P-3, 1 FS, 3 NPO (1 NPO[d], 2 NPO[e]), 4 NS, 2 UNV
Transport Section
(104 posts)
1 P-4, 1 P-3, 18 FS, 72 NS (3 NS[a], 1 NS[c], 1 NS[d]), 12 UNV
Integrated Mission Training Cell
(8 posts)
1 P-4, 1 NPO, 3 NS (1 NS[d]), 3 UNV
Procurement Section
(18 posts)
1 P-4, 1 P-3, 1 P-2, 5 FS, 1 NPO[d], 8 NS, 1 UNV
Communications and Information Technology Section
(122 posts)
1 P-4, 1 P-3[b], 2 P-2, 42 FS, 71 NS (4 NS[b], 5 NS[d]), 5 UNV
Engineering Section
(160 posts)
1 P-4, 4 P-3, 13 FS (2 FS[b]), 4 NPO, 106 NS (5 NS[b], 1 NS[d]), 32 UNV (2 UNV[b])
United Nations Volunteer Support Unit
(4 posts)
2 NS,[c] 2 UNV
Air Operations Section
(53 posts[c])
1 P-4, 4 P-3 (2 P-3[c]), 1 P-2, 6 FS, 3 NPO (1 NPO[a] 2 NPO[d]), 29 NS (2 NS[a]), 9 UNV

*Abbreviations*: FS, Field Service; NPO, national Professional Officer; NS, national General Service; UNV, United Nations Volunteer.

[a] New post.

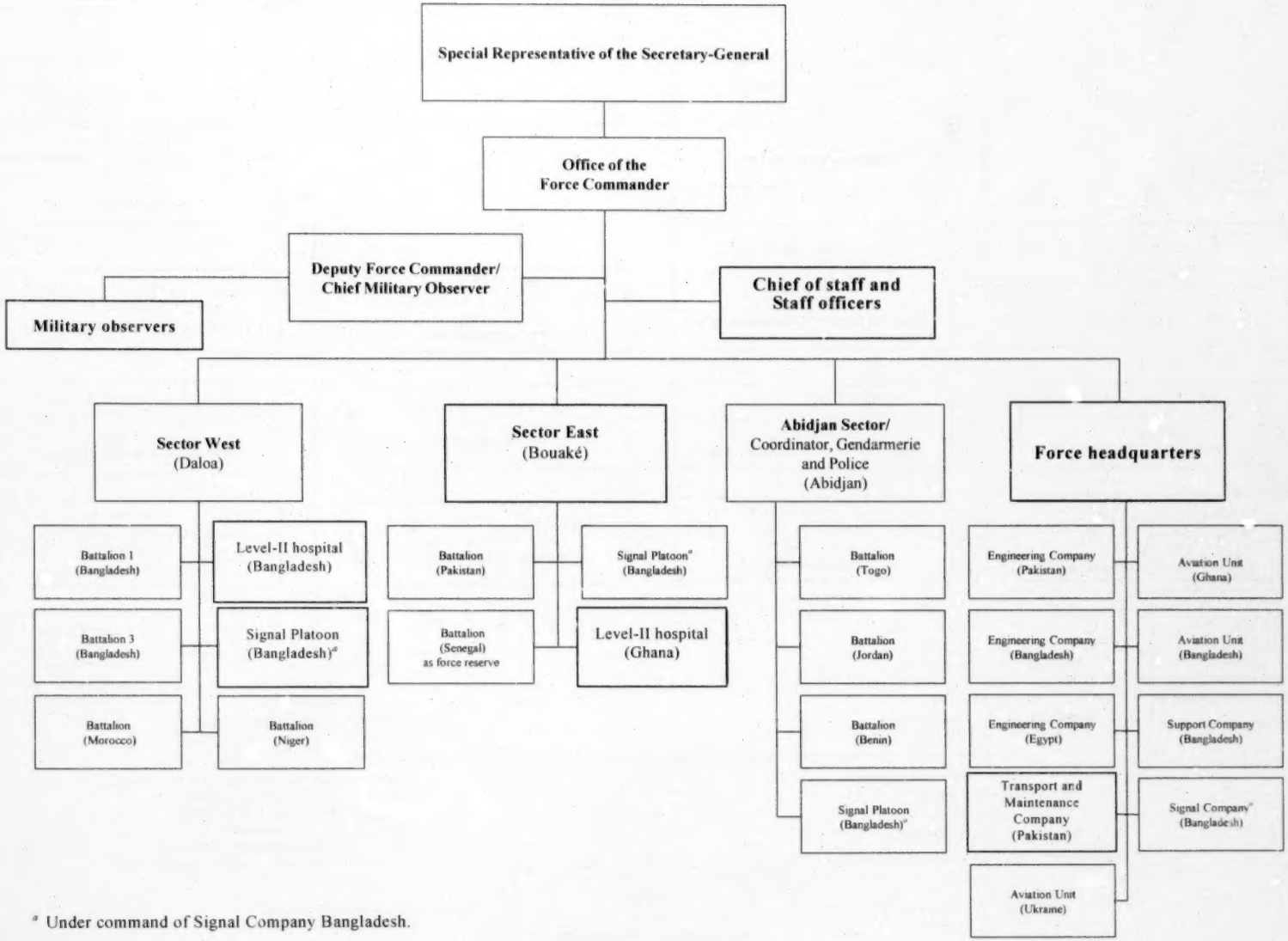
[b] Redeployed.

[c] Reassigned.

[d] Converted.

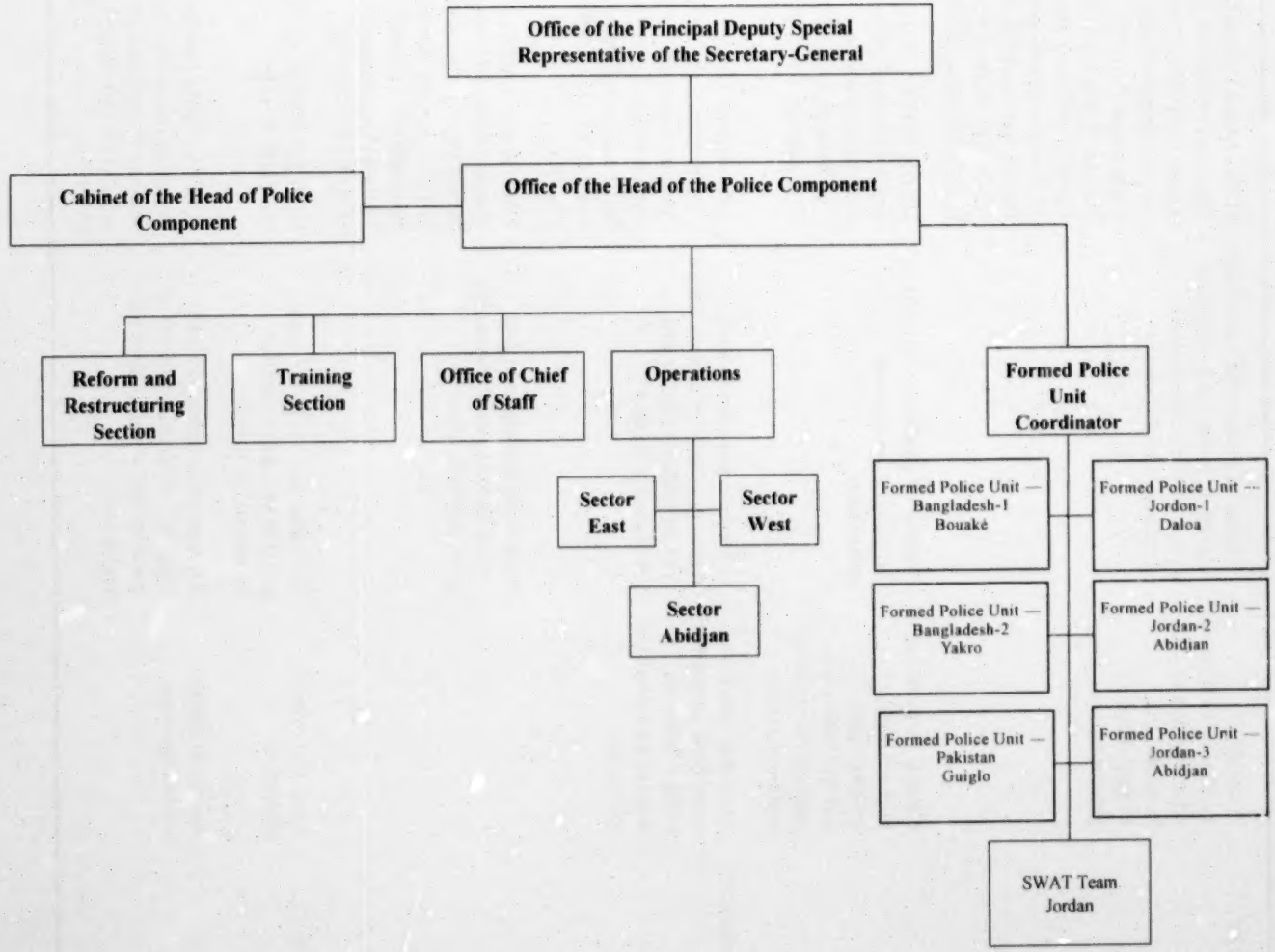
[e] Reclassified.

## C. Military component




[a] Under command of Signal Company Bangladesh.

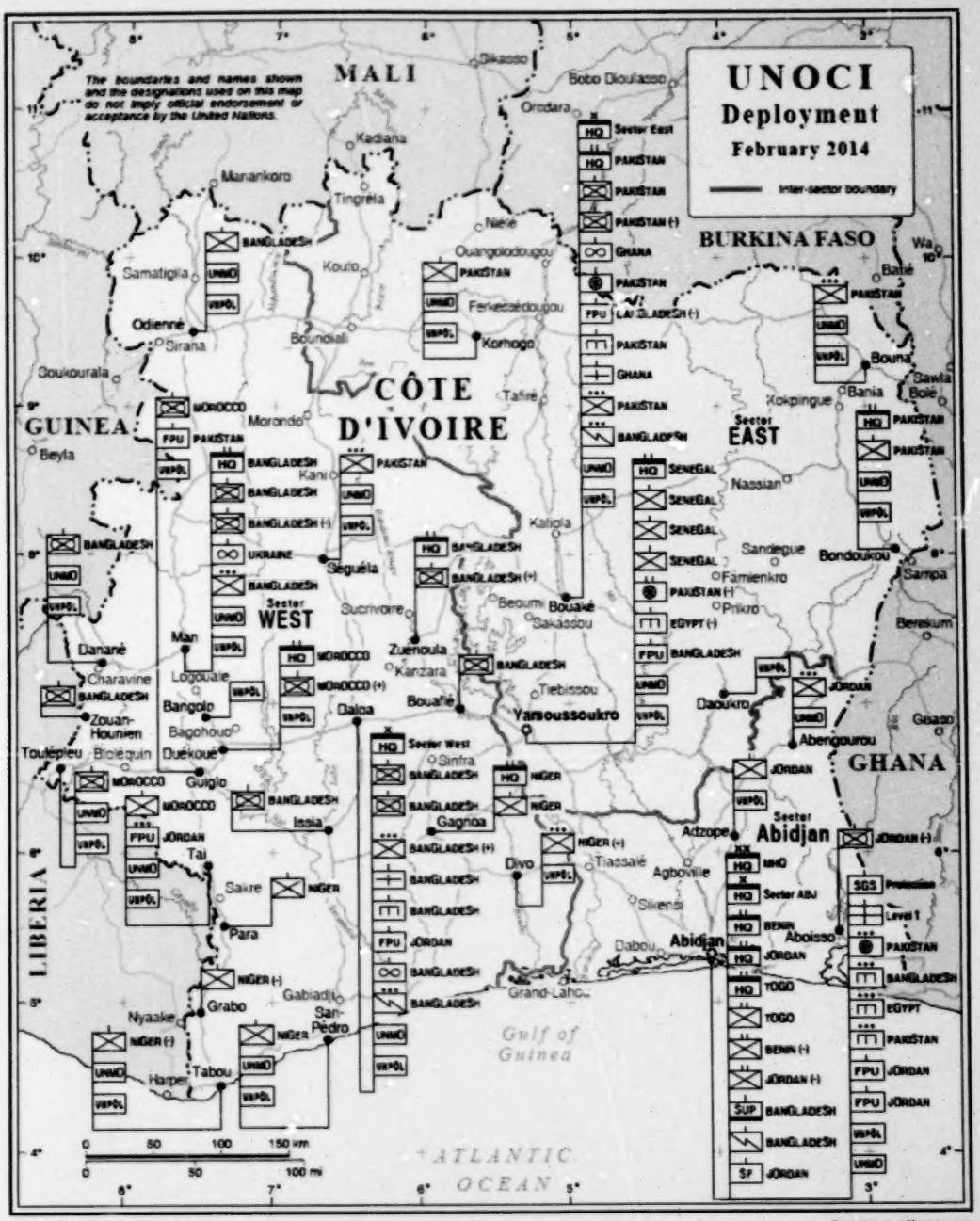
## D. Police component


Office of the Principal Deputy Special Representative of the Secretary-General
Cabinet of the Head of Police Component
Office of the Head of the Police Component
Reform and Restructuring Section
Training Section
Office of Chief of Staff
Operations
Formed Police Unit Coordinator
Sector East
Sector West
Sector Abidjan
Formed Police Unit — Bangladesh-1 Bouaké
Formed Police Unit — Jordon-1 Daloa
Formed Police Unit — Bangladesh-2 Yakro
Formed Police Unit — Jordan-2 Abidjan
Formed Police Unit — Pakistan Guiglo
Formed Police Unit — Jordan-3 Abidjan
SWAT Team Jordan

# Annex III

## Information on funding provisions and activities of United Nations agencies, funds and programmes

| *Priorities* | *Outcomes* | *Outputs* | *Lead, partners, mechanism* |
|---|---|---|---|
| Governance | Available mechanisms in place ensuring rule of law, human rights compliance and gender balance | Number of primary and secondary legislation passed in accordance with applicable international conventions and standards | Office of the United Nations High Commissioner for Human Rights (OHCHR), United Nations Development Programme (UNDP), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), United Nations Children's Fund (UNICEF), United Nations Population Fund (UNFPA) |
| | Conflict prevention and conflict-management mechanisms are in place at the national and local levels | Number of conflicts dealt with through the local peace committees | UNDP, UNFPA, OHCHR, Food and Agriculture Organization of the United Nations (FAO), UN-Women, International Organization for Migration |
| Poverty reduction | Available income of vulnerable population (with a focus on women and youth) is increasing | Vulnerable population have access to microcredit lines with a view to engaging in income-generating activities | International Labour Organization, FAO, United Nations Industrial Development Organization, UNDP, United Nations Capital Development Fund (UNCDF), UN-Women, UNFPA |
| | | Vulnerable population have access to food (with reasonably good nutritive qualities) | FAO, World Farmers' Organization, UN-Women, World Food Programme (WFP), UNFPA, United Nations Educational, Scientific and Cultural Organization (UNESCO), UNICEF |
| Basic social services | Access to primary education | Equitable access (of boys and girls) to primary education of increased quality | UNICEF, UNESCO, WFP, OHCHR, UNFPA |
| | Access to health-related services | Affected population (women, children, youth) have access to maternal and childhood-related health services | UNFPA, World Health Organization, Joint United Nations Programme on HIV/AIDS (UNAIDS), WFP, UNDP |

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Department of Field Support
Cartographic Section